CULTURE BOOK

BY kolsquare

Kolsquare is in business to help ideas, people and organizations **reach their greatest potential** and **positively impact the world**

Our mission is to empower all ideas, people and organizations with KOL Marketing in order to **positively impact the world.**
We use all the resources we have - our tech, our voice, and our tribe - **to inspire and implement solutions to social and environmental issues.**

Entrepreneurship is a journey. Kolsquare is a journey. It's an inspiration. It's a vision about a potential new usage of technology. It's a bet on the future of media, a wannabe global revolution for marketing professionals. It's a bet on people that share the same vision and that are the real players of the ambition. But it's also a bet on Kolsquare from customers, K.O.Ls, suppliers, partners, banks, investors, friends, families, ... Then it's perseverance when facing endless unexpected doubts and challenges.

And all of this starts with the "why" question. Why are we doing this? Why does the problem need to be solved? Why should you join Kolsquare? Why should you invest in Kolsquare? Why should you buy a product from Kolsquare? The answer to this "why" is our company's story, it's Kolsquare's story. We can have the best product in K.O.L Marketing, but I believe that only a compelling, authentic story, puts the company into motion.

So this book is about our story. It's about our company story but especially our people's stories (you!) as we won't be anything without them. We initiated this work when redefining Kolsquare's brand platform, but we rapidly realized that our brand is only an illustration of our culture. It's simply the other flip of the coin. The Kolsquare culture means different things to different people, so we built this book with our employees directly, and then with our K.O.L, our clients, our investors, our alumni... And as we continue to grow and hire new people, attract new K.O.Ls, and convince new customers, we need to make sure that we all have the same understanding of our culture, that we all become a part of this culture.

For me, the Kolsquare culture is a complexe alchemy, a mix of several unique elements. It is about our will to help ideas, people and organizations reach their greatest potential using K.O.L Marketing. It is about great technology innovations that inspire us. It is about our 6 core values in which we strongly believe, in which we all identify ourselves, and that systematically drives how we build and develop our team, how we deal with our customers, with K.O.Ls, our suppliers and with any person or organization we come in contact with. And it is also about believing that beyond business, beyond profits, we can contribute to have a positive impact on the world, that we can, on our own scale and in our own way, make the world a better place.

Our culture won't stay the same, it will continue to evolve. Defining values will serve as rocks, as a guide to pursue Kolsquare culture's evolution in the right direction.

That is the purpose of this culture book. Hope you will enjoy it as much as we enjoyed creating it.

Quentin Bordage
quentin.bordage@kolsquare.com

CHAPTER 1
MANIFESTO

CHAPTER 1 MANIFESTO

Kolsquare is not only a leading martech software. We are on a mission to empower all ideas, people and organizations with K.O.L Marketing (aka Influencer Marketing) in order to help them reach their greatest potential.

And beyond business, beyond our customers marketing and sales performance, we believe that we have the responsibility to leverage K.O.L Marketing's power to positively impact the world.

So we will use all the resources we have - our tech, our voice, and our tribe - to inspire and implement solutions to social and environmental issues.

Starting with the improvement of our own industry: K.O.L Marketing. To incarnate our mission, Kolsquare decided to become a benefit company and took 4 ambitious engagements, including providing our technology to organizations that positively impact the world, but also financial support to concrete initiatives.

We call it "social dilemma". Social Networks created a love-hate relationship with people. The great technology that connects us and drives so many business opportunities, as with influencer marketing for instance, also sometimes monetizes us, distracts us, controls us, polarizes us, manipulates us...

Kolsquare decided to take the lead to make things change.

On the one hand there is the business. Kolsquare has been pioneering the KOL Marketing industry since 2011, and things have radically evolved in 10 years. We talk about Influencer Marketing (IM) today as a revolution, a major change in the media and digital world. It has become a real eldorado, fueling so many expectations but also a bunch of myths and legends. Marketers know that IM is over performing, that it can have a massive and immediate impact on awareness as well as customer acquisition. But not everybody knows how to do it.

At Kolsquare we strongly believe in this new media. We are convinced that it is the best way for ideas, people and organizations to grow up to their greatest potential. Since 2018 we had terrific growth as our unique proprietary tool helped hundreds of great brands like Coca Cola, Kiko Milano, or Sephora become even more powerful.

We want to build the biggest community of Influencer Marketing specialists in the world, and our team of experts aims at being a real partner to help brands internalize their Influencer Marketing know-how. And fully explore this strategic lever.

On the other hand, there is the responsibility.
Beyond marketing unprecedented performance, we also think that Influencer Marketing has become an amazing tool to make a better world, to have a positive impact.

For us it started in 2018 with a fight against blood cancer. In a few days, using Kolsquare and mobilising 30 influencers in France, we helped register as many donors in 3 months than in the 5 previous years.

In 2019 we've seen the success of K.O.Ls spontaneous initiative to raise millions for foundations. In 2020 we created #influenceforgood, a movement of influencers to help institutions and brands suffering from the Covid19 crisis to identify and partner-up with influencers willing to support them in sharing their messages.

In addition, we offered all public utility organizations (governments, public institutions, MedTech companies, …) the use of our Influencer Marketing technology for free in order to fight the pandemic.

So in 2020 we decided to go a step further and stated the following mission : empower all ideas, people and organizations with K.O.L Marketing in order to help them reach their greatest potential, and positively impact the world issues.

As a result, we decided to use all the resources we have - our tech, our voice, and our tribe - to inspire and implement solutions to social and environmental issues.

What is the point for a KOL Marketing SaaS vendor to position itself in the fight against social and environmental issues?
We believe that social responsibility is neither a company nor an individual matter but a Human concern to fight for.

Having a responsible mindset is not only a focus on environmental issues and we believe that we can proactively act for making our World better starting with our own industry: Influencer Marketing.

Factually, Social Media and Influence are controversial topics.

On the one hand they are perceived as amazing levers to get people together, to gather long distance families and friends, a tremendous way to share opinions and an endless media to access information and learn.
They also are competitive levers for small businesses.

But on the other hand we often witness criticisms on harassment, misinformation, m a n i p u l a t i o n , overconsumption, privacy, addiction...

To incarnate our mission, we became a benefit company in 2020 and took 4 public engagements :

✳ Empower all ideas, people and organizations that positively impact the world with our technology and know-how at very attractive financial conditions.

✳ Train, empower and inspire future « change makers ».

✳ Provide financial support to concrete social and environmental issues solutions.

✳ Conduct a responsible business to start positively impacting the world at our own level.

Influencer Marketing is a young industry that needs to be structured and regulated. We won't do it alone. We will do it with our tribe, our loyal customers, our K.O.Ls, our suppliers, our investors, all Kolsquarians...

WE WILL DO IT WITH YOU.

We will also do it by inspiring change within regulatory institutions, including Social Networks themselves.

Quentin talking about Influence during WebSummit. 2017

Our board of Directors - Xavier Lernould, Ronny Pouvreau, Mathieu Thomé and Quentin Bordage - trying to create the best TikTok video during a team building exercise in Paris, France. 2019

CHAPTER 2
UNDERSTANDING
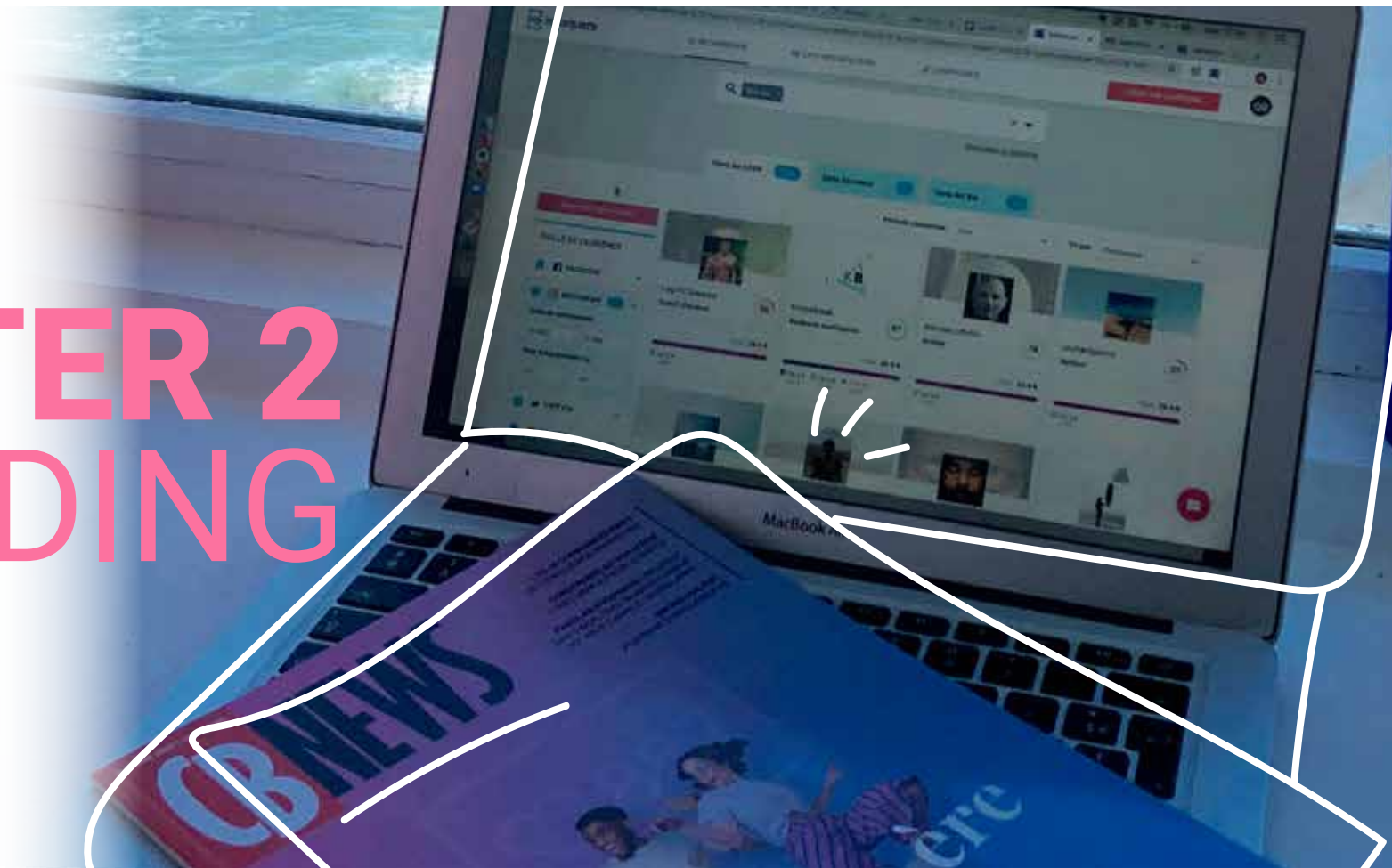
**What does it mean to "positively impact the world" ?
Is it realistic for Kolsquare, and isn't it marketing bulls*#xt ?**

"Positively impact the world" means to have at least a respectful mindset towards social and environmental issues, but more likely to proactively act in order to solve those issues.

We will obviously not solve famine in the world on our own but we can, at our level, contribute in making the world a better place to live by implementing concrete actions and by answering the question "How can my daily activity have a positive impact?".

We can also try to inspire others to do so, our alumnis, clients, KOLs, suppliers, investors…

Acting and having a responsible mindset is not a matter of company size, it is a mindset at the individual level. So yes, this objective is 100% realistic for a company like Kolsquare. It actually could be an objective for any company of any size.
Implementing such a mission requires courage and will, and we will clearly expose ourselves to criticism around Greenwashing and Marketing bulls*#xt.
This won't be an issue for us.

Having an impact on the world must be a personal (and company) belief and pride, with concrete engagements and realizations that we will publicly share. We don't say we are perfect. We don't say we will.

But we commit ourselves to try our best to have a positive impact on social and environmental issues in the world.


PROS & CONS OF SOCIAL NETWORKS

**At Kolsquare, we LOVE Social Networks.
We love them because they are totally amazing, one of the greatest inventions of our time !**

In a few years, global platforms created **a new way of communicating**, easing interactions without geographical frontiers, with immediate global diffusion. In a way, Social Networks bring freedom to the world. They help reduce people's isolation by connecting communities with shared interests, even on very specific subjects, even on tabou-in-real-life subjects.

And thus they bring happiness to people. It has been even more obvious during the recent covid lockdown when people rushed on social networks to create and nurture social interactions when they were physically separated for months. Social Networks are very positive for people, as they also **created an unprecedented access to information and knowledge**. People can learn but also share anything from anywhere, most of the time accessing very detailed and relevant knowledge and data, most of the time almost for free.
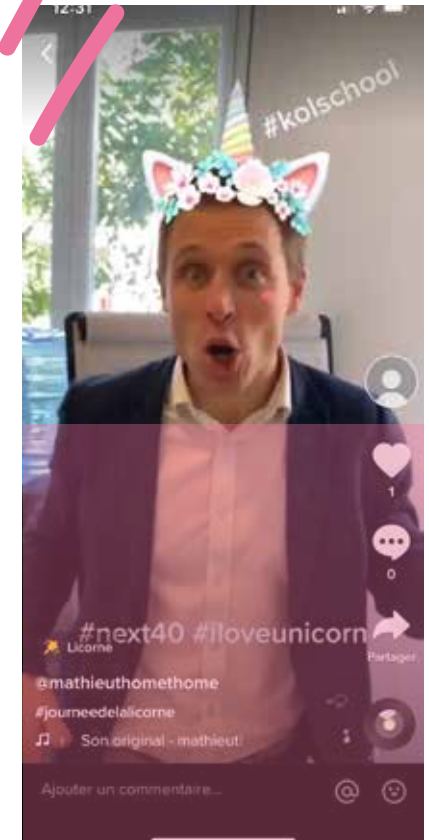
Our CEO Quentin exploring TikTok filters during a KOL School. 2019

It has become a real new media, especially for younger generations, overcoming traditional media like TV or magazines. Social Networks thus bring people pleasure and a lot of fun. They can escape and release from real world stress.

Social Networks are amazingly powerful as **they help educate the world and support great causes.**
Organizations that are acting for good (whether companies, associations, foundations or even governments) can use Social Networks as a free impactful tool to promote their projects. People willing to change the world can easily use Social Networks to promote their ideas and

find viral support.
Each platform is specific and **we appreciate their respective contributions to the world**.

For example, Facebook is great to connect families and friends as everybody is already on the platform.

Twitter is great to share points of view and access news from media or experts.

Instagram is perfect to share and access amazing contents, photos and videos of course, but also all kinds of artists including poets.

More recent platforms like TikTok or Triller are stunning places for creativity, bringing a lot of innovations and fun.

Maëva Picault, one of our Account Manager, wearing a wig. 2019

But at Kolsquare, we understand that Social Networks are quite young and fast evolving technologies that still have numerous limits.

Part of the Social Networks limits are related to their structure.

They are built to **create user addiction** to expose them with ads and collect data about their consumer profile. And it works as people spend more and more time on their app. Paradoxically, Social Networks **fuel desociabilisation** among every generation as people spend more time on social networks than in real life with their family members at home, friends and colleagues.

Social Networks **algorithms paradoxically tend to fragment and oppose people.** Built to improve user experience by suggesting targeted relevant content, they unfortunately also "lock" users into their own thoughts as they only see content they agree with. This has a massive impact on political issues as we have seen it on the 2020 Presidential Elections in the US, Americans cleavage between republicans and democrats reaching its highest ever. But it also has a major impact on all social issues across the world.

Social Networks have also **major data privacy issues** as they collect amazing billions of teraoctets of data about each of their users, without communicating in full transparency what is finally done with them, if they are sold or how they are directly used by the platform, how long and where they are stored, if they are secured or might end in bad people hands.

Finally, more and more voices are being raised to fight again **the environmental impact of Social Networks**, especially because of data storage. Storing user data on a single server leads to a bottleneck, so more servers are required to expand storage capacity and lower data request traffic per server. Adding more servers is just one step to address scalability, but it has a major impact on the planet, and it seems to be increasing.

But most of Social Networks limits are related to their usage.

Gathering people can be for good purpose (friendship, causes), but also for bad purpose (terrorism, drug or gun dealing). The power of Social Networks also **allow ill-intentioned people to commit crimes**. Especially on encrypted platforms like Telegram.

People are spending so many hours per day on Social Networks that they **waste precious time**. Time that could be better used for real things, either productive things, but also family and friends things.

This is especially worrying for younger generations that are threatening their future. The documentary "Social Dilemma" - 2020 - on Netflix explains it pretty well.

Social Networks are also **moving people away from life reality**. Consumerism and social media created a whole generation of people who believe that having a normal life and negative experiences - anxiety, fear, guilt, etc. - is not okay. Looking at any feed on any "hey-look-my-life-is-cooler-than-yours" social media, everybody there is having a grand old time, which of course is not real.

Virality on Social Networks is powerful, but also worrying. Fake news are spread like wildfire across the globe, and users are less and less likely to challenge the sources. Most of the time it is done unintentionally, which is a shame. It can result in drama like the teacher Samuel Paty in France who was beheaded after a bad buzz on social networks among extremist muslims.

And sometimes ill-intentioned people are taking advantage of this to intentionally spread fake news and influence people. The movie "The Great Hack" - 2019 - on Netflix explains how a company like Cambridge Analytica used Social Networks to influence elections in several countries.
Finally, harassment on Social Networks is a major issue.

The complete anonymity added to the virality and the ease of use on social media foster psychological harassment on people (for example the Youtuber Marvin Fitness sentenced to prison for harassment on other users on Youtube). But it can foster all forms of harassment including revenge (for example against a company on Glassdoor, or on Google Avis).

Our CRO Fabien Sanchez and our CFO Alexis Klahr in the middle of a serious discussion during a team meeting. Paris, France. 2021

PROS & CONS OF INFLUENCER MARKETING

At Kolsquare we are very enthusiastic with the boom in Influencer Marketing.

We are incredibly lucky to live in a generation where **all human beings can become content creators** in only one clic.

It has never been so easy to share ideas, knowledge, expertise and opinions, and try to have an impact on the world.

These kinds of initiatives work because they are based on trust, trust on the authenticity of those digital opinion leaders.
It's unlimited, everyone is a KOL today. Even animals or virtual entities like avatars.

K.O.Ls restore the trust between brands and consumers. They are a new media themselves that goes far beyond traditional media and social media.

The proximity between the audience and the publisher is stronger than ever, with all possible interactions, with limitless creativity and fun. It is all the more relevant for younger generations that criticize traditional media, and especially don't like ads.

Influencer Marketing had a huge positive impact on the global economy in recent years:

The first impact is on employment. Beyond the pleasure of sharing all this content, **KOLs now have the opportunity to make it a living and create jobs.** Lots of them already decided to become professionals and turn their passion into a job, their own job. Some of those entrepreneurs even created more jobs by hiring employees like agents, managers, assistants, photographers or layers.

The second impact is on media performance.

Influencer Marketing allows brands **a better audience targeting than other media.** Because K.O.Ls provide ultra affinity conversations with their fans, on all possible specific passions and topics, with a better understanding of the audience. And thus more efficient.

Alexis Klahr, king of the maths at Kolsquare. 2020

The third impact is on media democratization and competitiveness for small companies.

Countless companies with limited marketing budgets used Influencer Marketing as **an affordable lever to promote their product and services,** replacing TV and other more expensive mass media. Among them, **millions of Digital Native Vertical Brands (DNVB) took advantage of this relatively cheap and 100% digital acquisition and branding lever to build solid and scalable business,** challenge established brick and mortar competitors, and create jobs.

The fourth economical impact is on consumer interests and on products quality.

Today, some brands use **K.O.L as a quality test for their product or services,** and do not hesitate to radically change directions accordingly. As an example, our customer P&G changed its Herbal Essences shampoo formula and worked on it for 12 months after contacting K.O.L for collaborations. Indeed, K.O.Ls first didn't want to promote the product for environmental and quality issues, and P&G adapted it to please them. In the best interest of consumers that K.O.L don't want to fool.

Finally, beyond the media, K.O.Ls are humans, with a natural tendency to use their amazing influence power to act for good.

They are living beings that evolve, rise and fall, and improve. They proved recently that they can be responsible, for example avoiding to show too much of the unreal world they usually share, with less photoshop, less filters, less makeup. They also launched or supported amazing initiatives to positively impact the world : they helped raise millions on Twitch for good causes, promoted petitions for climate change, helped ill patients to find bone marrow donors, and more recently helped support good citizen behavior during the Covid19 crisis.

But at Kolsquare we are also aware of the controversial market perception about Influencer Marketing, which most often is made out from misunderstanding and fear of the unknown.

Influencer Marketing is still perceived as the caricature of it, involving immature and meaningless persons, and fueling easy money for "only posts". It is a young business that is not well understood and valued by the public at large, but also by professionals, even within marketing experts (not to say among C-Level!).

It is indeed **an immature business,** that is **sometimes subject to unethical behaviors,** either by brands or by K.O.Ls.
The lack of rules and regulations doesn't help a very fast growing - and thus changing - industry.

As collaborations are booming, fans start to feel overwhelmed with ads. They question their KOL authenticity as they **have become sandwich men/women.** Brands themselves tend to consider KOLs as a simple advertising sign, and this pressure doesn't help.

KOLs may sacrifice authenticity on the pressure of their community, or on the pressure of brands and the related income. They can be pushed to say and share things they don't really believe in, just to please them and keep a good engagement rate.

They also tend to **disguise reality** through photoshopped bodies and faces, too much positivity and false happiness, which also **has a side effect on fans' mental health.**

KOLs can willingly or unwillingly **manipulate fans.** The unprecedented proximity between content creators and their followers make the latter more susceptible to suggestion and manipulation.

Influencer Marketing is also criticized because it fuels the consumer society and compulsive buying disorder.

Each collaboration, especially if not officially announced, can prompt followers to buy a new product or service, a product that they might not really need but that they can buy in one click.

Finally, setting-up efficient IM collaborations requires collecting and storing billions of data that are not always available through Social Networks APIs.

Our CMO Ronny Pouvreau posing for Quentin in our Parisian office, Boulevard des Italiens. 2020

All technologies working on social networks data face the same issues (social listening, gaming, retargeting…), but IM platforms have to build complex big data strategies and infrastructures to answer brands' needs.
This raises terms and conditions dilemma, as well as principles issues (for example : Should we store Stories on Instagram, that our brands love and need to correctly do their jobs, but that are in essence short-lived? Should we scrap data that is not available through the API? What should I do if there is no API?).

A part of the Revenue Team selfie with Quentin during Covid restrictions

A part of the Tech Team selfie with Quentin, transmission between our first CTO Xavier Lernould and our new CTO Jason de Oliveira. 2020

CHAPTER 3
MISSION

At Kolsquare, do you consider that you "positively impact the world" ? Shouldn't you start with yourselves ?

We do not consider that we are perfect at Kolsquare.
But we want to try our best and we commit to improve all our actions to "positively impact the world". It starts at our own door. We should start defining our global carbon impact, but also the carbon impact of each of our actions and operations : servers, transportation, office, consumables, events, … And find ways to reduce it to the minimum, or compensate for it.

We should also try hard to conduct a responsible business in our own Influencer Marketing industry : limiting inequalities, fighting any kind of harassment, supporting freedom of speech, and avoiding the misuse of influencer marketing. Positively impacting the world extends to any education and health issues on which we might have a power to support initiatives, change behaviors and inspire.

CHAPTER 3 MISSION

Our mission is to empower all ideas, people and organizations with KOL Marketing in order to positively impact the world. We use all the resources we have - our tech, our voice, and our tribe - to inspire and implement solutions to social and environmental issues

In december 2020, Kolsquare has decided to change its legal status to Benefit Company ('Entreprise à Mission' in France) to finalize its step forward to helping people reach its greatest potential and positively impact the world. Our mission sets the "new" way to follow for Kolsquare, its team and its tribe for the years to come.

Each and every word of this mission is critical and has been wisely chosen to express our operational will to take part in the global fight for social and environmental issues. Once again we will not save the planet on our own but we all believe that it is our responsibility to act for a better World, at our level. This mission is part of our DNA and is the lighthouse that will guide us in our daily decision making process.

At Kolsquare, we are also aware of the power of Social Networks and Influencer Marketing and its ability to reach millions of people with a simple click. Our technology is all about providing our customers with the most relevant KOLs (Key Opinion Leaders) to ensure success for their KOL Marketing campaigns. Sharing this power is also part of our mission and we want Kolsquare to be used by all associations, institutions, governments…, all those actively contributing to fight against social and environmental issues, whatever their size or financial means.
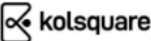
An old man said: **"With great power comes great responsibilities".** Through this mission, we also aim at educate, inspire and inform our users (and the market) with Influence best practices so they can grow professionally and individually. We also want to highlight those already contributing somehow to make our World better, whether brands, KOLs, Kolsquarians or any individuals.

We deeply, sincerely believe in this mission and all the Kolsquarians have set this objective as an absolute priority.

Adding a "Good" part in our daily job is priceless and a powerful motivational factor. What we tend to achieve is way bigger than Kolsquare but if we manage to enroll other Influencer Marketing, Social actors and KOLs along the way, **we'll be even more successful.**

Mathieu Thomé and Karim Mouhoubi during a team event. 2019

kolsquare

OUR MISSION

We bring power to ideas, people and organizations. The power to communicate immediately to millions of people, the power to grow, reach each potential, and have a positive impact. That's what KOL Marketing is.

We want to do good. We want our tribe, including our customers, to do good. We want to help them have a positive impact and make a better world.

Empower all ideas, people and organizations with KOL Marketing **in order to positively impact the world**. We use all the resources we have - **our tech, our voice, and our tribe** - to **inspire and implement solutions** to **social and environmental issues**.

We are a tech company, so we provide ideas, people and organizations with tech solutions. But as a company we also have a voice, through our communication, internal and external, through our decisions and actions. And we also have a tribe, customer

We want to act and implement solutions. We want to be proactive. But we believe our role is also to inspire, informe, help, influence…

Positively impact the world means for us tackling environmental issues that are a great concern for the current living generations, as well as social issues

www.kolsquare.com

As presented to the Kolsquare team in september 2020.

Our mission is broad and we believe success deserves focus. The next chapter will present the 4 main commitments we, Kolsquarians, have decided to work on as part of our mission.

Elisa Cornic, Julien Schaaf, Clémence Falewee, and Bérengère Weber during the Biarritz 1to1 in 2019, one of the biggest Media and MarTech event

WE ARE KOLSQUARE

The Revenue Team at our Office Rue Réaumur in Paris

CHAPTER 4
COMMITMENTS

Shouldn't Kolsquare also aim at trying to positively impact its industry?

Yes, beyond our own Kolsquare company perimeter, we should proactively act to try to change the Influencer Marketing industry.

We already did it in the past by taking part to the ARPP in France, trying to promote more transparency among IM campaigns (example of #sponsored). We are doing it through leading the IAB France initiative to harmonize KPIs and practices among industry players (and this is a pilot project for IAB Europe).

We should indeed start to drive the IM Industry change to more social and environmental responsibility by taking part to (or even leading) as many professional organizations as possible.

The main issues identified in our industry are the following : addiction to social media, cyber-harassment, fake news and infox, freedom of speech, tolerance and critical view, manipulation on social networks, opinion polarization (due to algorithms as well as lack of education and knowledge), misuse of Influencer Marketing, social networks access and knowledge as a cause of marginalization, consumerism and overconsumption, body positive, and energy consumption.
This is what we want to focus our attention on first.
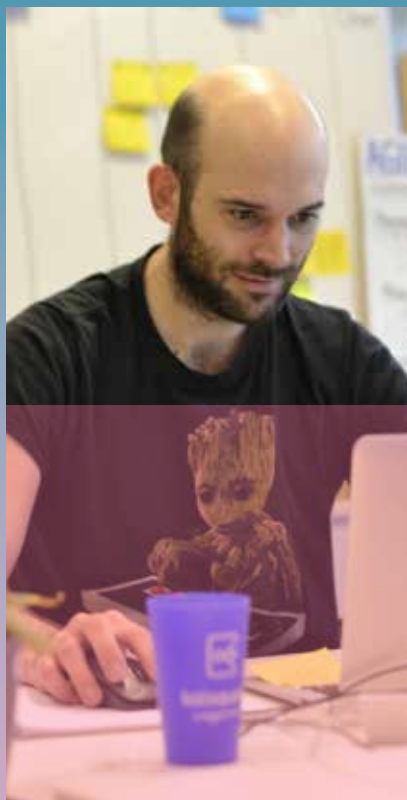
CHAPTER 4 COMMITMENTS

Since our 'mission statement' is the following : "Empower all ideas, people and organizations with KOL Marketing in order to positively impact the world. We use all the resources we have - our tech, our voice, and our tribe - to inspire and implement solutions to social and environmental issues.", which social and environmental issues would we like to focus on at Kolsquare ?

Each Kolsquarian is sensible to specific issues, depending on his/her personality, background and history. We believe it is of utmost importance that the issues we focus on reflect each individuality, as well as the diversity of beliefs. Indeed, Kolsquarians will be the first to endorse the mission: they should be convinced but most of all passionate about it.

Despites different sensibilities, Kolsquarian are converging on 1 main issue they strongly want to fight: **Social Networks and Influencer Marketing limits.**

Our Communication Director Bérengère Weber and our CMO Ronny Pouvreau singing the Marketing Strategy. 2020

We believe that it is our responsibility as a leader to fight against the potential dark side of our own business. We want to dedicate our efforts to inspire and implement solutions to Social Networks and IM related issues, especially the following:

Addiction
Freedom of speech
Opinion polarization
Consumerism and Overconsumption
Body positive
Energy consumption
Cyber-harassment
Tolerance & critical view
Marginalisation
Fake news & infox
Manipulation
Misuse of Influencer Marketing

Our Head of Data Gaël Stéphant working hard to provide our customers with the best possible data. 2019

To do so, we want to use the great power of social media, as well as our ability to inspire brands, KOL and consumers.

The closest 'world' to change for Kolsquarians is here, in Social Networks and Influencer Marketing, and we believe that it is in this 'world' that we will have the **biggest impact** on the short term.

Doing so, we also have **the ambition to improve Social Networks and Influencer Marketing image**, proving that this industry has the power to change the world and do good.

In addition, we identified several other accurate issues to fight, in order to inspire and implement solutions to social and environmental issues, notably:

✱ Environment and global warming

✱ Health (especially Covid19 pandemia)

✱ Education

✱ Unemployment (trainee and full time)

✱ Inequality : rich and poors, men and women, …

As we want to positively impact the world, we are willing to tackle all the social and environmental issues we believe in.

But everything has a start and we should first focus on one topic only to avoid any risk of diluting our efforts.

When Sales and Account Managers are having lunch, they talk about customers. With Camille Ninin, Maëva Picault, Elisa Cornic and Julien Schaaf. 2021
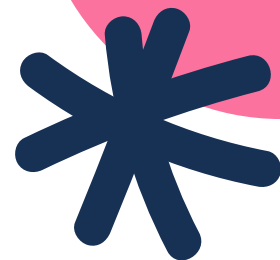
To succeed in our mission, we define our priority focus: **Social Networks and Influencer Marketing issues.** And we will be open to support initiatives to tackle other issues when relevant.

We have decided to focus on 4 main commitments:

✳ Empower all ideas, people and organizations that positively impact the world with our KOL Marketing technology and know-how.

✳ Train, empower and inspire future « change makers ».

✳ Provide financial support to concrete social and environmental issues solutions implementations.

✳ Conduct a responsible business to start positively impacting the world at our own level.

CHAPTER 4 COMMITMENTS

Commitment #1 :

Empower all ideas, people and organizations that positively impact the world with our KOL Marketing technology and know-how

Empower all associations, foundations, governments and public utilities companies with our KOL Marketing technology, according to their financial means.

Empower all benefit companies as well as all companies having a mission statement that positively impact the world (including schools) with our KOL Marketing technology, with attractive conditions.

Actively support people and organizations to better use KOL Marketing in their initiatives to positively impact the world (including managing campaigns by Kolsquarians on voluntary level).

Promote all KOLs willing to freely support ideas, people and organizations to fight against social and environmental issues (#influenceforgood).

Commitment #2 :

Train, empower and inspire future « change makers »

Create a KOL Marketing academy to train the greatest number of people to KOL Marketing (Kolsquarians, Marketers, KOL, Students, Entrepreneurs,…).

Teach the KOL Marketing Community, through essays, videos and other contents, influence best practices, but also the concept of influence for good.

Create a digital media to inform people about Social Networks and KOL Marketing.

Promote inspiring people, K.O.L, projects but also brands that are fighting social and environmental issues, including our own initiatives at Kolsquare: communicate on Kolsquare's communication tools, but also on our Tribe communication tools (eg. clients website or social networks), create contents (not only digital), publish books, creating awards…
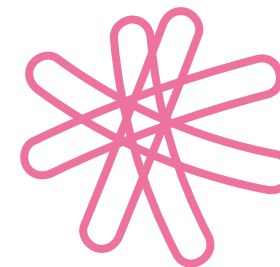
Commitment #3 :

Provide financial support to concrete social and environmental issues solutions implementations

Donate 1% of sales, or 10% or pretax profits (whichever is greater) to initiatives fighting against social or environmental issues.

Implement solutions to encourage our Kolsquare Tribe (employees, customer brands, KOL, suppliers, shareholders, alumni) to donate to selected initiatives fighting against social or environmental issues.

Dedicate pro-bono FTE to initiatives fighting against social or environmental issues.

Encourage industry players, ie Social Networks and IM players (platforms, agencies, brands) to donate to initiatives fighting against social or environmental issues.

Ronny Pouvreau during Influencer Marketing Show in London, UK. 2019

Commitment #4 :

Conduct a responsible business to start positively impacting the world at our own level

Build a socially and environmentally responsible business: green IT (servers), green HR (WFH), promote equality...

Prompts brands and KOL to abide by responsible business rules by creating an IM Charter (inform fans about partnerships #sponsored #ad, assume partnerships, ...), and a responsible digital business charter (promote local business, ...)...

Launch initiatives to make the industry evolve towards more social and environmental responsibility.

Build a product promoting social and environmental responsibility: "green" tag on brands or product to help KOL choose, Yuka integration, "responsible" tag on KOL...

This is how Kolsquare delivers happiness at our clients office: Free breakfast! 2019

Summer brainstorm for our Board of Directors in our Paris office. 2020

CHAPTER 5
VALUES

What cause or idea should Kolsquare fight for ?
How is Kolsquare legitimate for any cause or idea ?

Fighting Covid is a current obvious cause we could support (and we already did).

Global warming is another one.

We know that our legitimacy might be questioned.

We don't claim to be perfect or that we have a great experience on any of those causes, but we want to **improve ourselves** and ignite change using our voice, our technology and our tribe.

We strongly believe that our focus should be Social Networks limits that we identified, like addiction, harassment, fake news, or energy consumption.

CHAPTER 5 VALUES

DELIVER WOW

WOW is about **emotion. Long lasting memories**, whether good or bad, are the ones fueled by emotion. **Word of Mouth** is also fueled by emotion. You will naturally talk about your WOW experiences with your friends, colleagues, family or even strangers.
At Kolsquare WOW is very important: **KOL Marketing is made of WOW,** so is our DNA.

Proactively WOWing people is not natural, it is a real **mindset** in which one keep asking himself "How can I print this moment in my interlocutor's mind?" or "What can I improve in my job or behavior to WOW people, whether a customer or a colleague?".

Tony Hsieh, founder of Zappos, explains that "to WOW **you must differentiate yourself, do something a little unconventional and innovative.** You must do something that's above and beyond what's expected. And whatever you do must **have an emotional impact on the receiver. We are not an average company,** our service is not average, and **we don't want our people to be average.** We expect every employee to deliver WOW."

WOWing people should **not be done with financial means.** Money can help but we are all creative enough to sort out ways to deliver emotions. For example we don't offer discount to our customers to WOW them, or bonus to our collaborators to WOW them. **WOW should be done with service and experience.**

Kolsquare is **a customer centric company.** There will be a lot of changes ahead as we grow but one thing will always be constant: our focus on **constantly improving the customer experience.** But more than that, we aim at delivering memorable, enjoyable, custom-thought moments **to our collaborators, K.O.Ls, suppliers, investors, alumni...**

Our former CRO Mathieu Thomé and Lead Data Science Marc Caillet presenting Artificial Intelligence and machine Learning to the team. 2019

BE RESPONSIBLE IN YOUR ACTIONS

Being responsible means that we have **control and authority over our business conduct, and over our industry,** but also the duty of **taking care of it.** When we are responsible in business, it means that we are capable of **making rational or moral decisions** on our own, and that we are ready to be answerable to others for our behavior. It means that **we can be trusted** by our Kolsquarians, clients, K.OL, suppliers, friends and family and anyone else in our Tribe. And that our word to others, and to ourselves, is good and can be relied on.

Responsibility also suggests the ability to **choose the way we respond to events, rather than simply reacting to it.** We expect Kolsquarians not to blame others and accept that responsibility lies with them. Feeling responsible is **a very good feeling.** It's an essential feeling if we are truly going to live up to our potential, enjoy satisfying relationships with others, and live happy.

At Kolsquare we aim at balancing profit and purpose: **we want to meet the highest standards of social and environmental performance, but also transparency, and legal accountability.** We want to build an inclusive and sustainable business. We are conscious that the world's most challenging problems cannot be solved by government and nonprofits alone.

CHAPTER 5 VALUES

So, on our day to day job, for each and every decision, we aim at **reducing inequality, having a healthier environment, stronger communities, and create high quality jobs with dignity and purpose.** We use profits and growth for greater end: positive impact for our employees, our Tribe, and our environment.

As the B-Corp declaration of Independance claims: "We want to **create benefit for all stakeholders,** not just shareholders. We believe that we must be the change we seek in the world. That all business ought to be conducted as if people and place mattered. That, through their products, practices, and profits, businesses should aspire to do no harm and benefit all. To do so requires that we act with the understanding that **we are each dependent upon another and thus responsible for each other** and future generations."

Julien Schaaf and Clémence Fallewee talking about our client Vinted. 2019

PURSUE GROWTH AND LEARNING

Kolsquare is a technology company. We operate in a fast changing and very competitive global market that is already worth billions, with an amazing growth perspective. **Growth is in our DNA,** it is **in our clients DNA** as they want to increase their awareness or sales, it is **in our KOLs DNA** as they want to increase their communities and engagements (and revenues), in our investors DNA, …

Kolsquare is a benefit company and we have an ambitious mission. But **the most efficient way to complete it is to rapidly grow and make profits.**

Continuous improvement is a key driver for us on a day to day basis, and our products should help our users, whether it is an organization or an individual, to always learn and grow.

As for Kolsquarians, beyond passion **we want to be joined by curious people,** always looking for new learnings, to grow and become a better person, a better professional, friend, parent or partner.

We don't want soldiers or robots, we do not want clones.

We want **employees who will question what we do,** who will **seek for answers** until satisfied, who will **challenge the wisdom of something** they consider as a bad decision.

We are looking for people who, once they buy into a decision and believe in what they are doing, will **work like demons to produce something of the highest possible quality** as fast as possible.

We want individuals that will pursue growth and learning so hard that they will finally reach their greatest potential.

BE PASSIONATE AND DETERMINED

Kolsquarians are fueled forward by passion. Passion underpins everything we do as we are passionate for success, and passionate about achieving our goals.

Passion runs through every member of our team and drives and motivates us to excel, to **pursue something bigger and better,** in our personal or professional life.

Passionate people are productive, they will **accomplish more in a shorter amount of time,** simply because they enjoy it so much.

They are great teammates, because loving what they do become **contagious**.

They are **motivated to learn, improve, and accomplish goals.** And they have a (positive) impact, has they **know why they are doing something**, knowing that has a great value.

We have ambitions and we assume them. As a market challenger, we have a challenger mindset, and **we value determination, perseverance, and the sense of urgency.**

You can't teach passion. You have it or not. No matter how well we are creating a work environment that encourages passion, **welcoming passionate Kolsquarians is key to our success.**

Champions or virtuoso don't have only skills in common. Ultimately it's passion that truly drives them.

Skills lead to building something good. Passion leads to building something great.
Passion makes people take up causes, start movements and change the world.

In Social Media and KOL Marketing, passion is what drives KOLs, brands and fans. Passion is in our DNA.

Kolsquarians and all our Tribe members are inspired because **we believe in KOL Marketing power.**

We believe in what we are doing and where Kolsquare is going. We don't take "no" or "it's impossible" for an answer.

We always try our best and ask for more.

All about Kolsquare: Work Hard and be nice to people. 2018

SHARE YOUR PASSION, KNOWLEDGE AND WEALTH

Sharing is caring. It makes you more significant than you are. The more you give to others, the more you can receive in your life. **Sharing is at the heart of KOL Marketing.** Creators share their passions and ideas on social networks, they share their knowledge with their followers, with the world.

At Kolsquare we want to encourage any of our tribe members to share what they have learned with others - whether other Kolsquarians, clients or KOLs -, **to help them reach their potential, and to grow together.** We want our Kolsquarians to get together around common interests. You won't be surprised if we tell you that we expect 100% of Kolsquarians to become KOLs one day.

On our day to day job at Kolsquare we try to share every information with transparency. We believe that **transparency will allow any of us to make the right decisions.** We do not hide info to our customers, KOLs, suppliers, investors, or candidates.... We use every point of contact to share our beliefs, our mission and values, with authenticity and transparency.

In all our communications, we focus on sharing our story, or real stories of our tribe members. We simply try to **share our knowledge, our expertise, and desecrate technology and data** around KOL Marketing. We use simple examples and data to democratize it, and make it accessible to as many people as possible.

For a Kolsquarian, sharing power is also finding ways to **give access to our technology to a maximum of people or organizations** that might need it, especially if they have a general interest goal.

Finally, we also believe we should share our wealth. Realizing our **responsibility as a business to contribute to the general interest,** we decided to give 1% of our sales back to projects solving environmental and social issues, whether or not we were profitable. In parallel, we want to provide all our tribe members with solutions to easily contribute and share 1% of their revenues too.

Our Head of Data Gaël Stéphant presenting the Data Strategy during a monthly team meeting in Paris. 2020

BUILD AUTHENTIC RELATIONSHIPS

Authenticity is the premise of being genuine, living and leading in our truest form, communicating openly and stripping down layers to build strong, trusting foundations. To be authentic, we must **cultivate the courage to be imperfect and vulnerable,** which is essential in building trust.

People perform better when they can be themselves. Authenticity empowers people to be who they are. At Kolsquare we encourage our team to speak openly (without judgment), and ask questions to understand their strengths and drivers.

Building authentic relationships means **being yourself in any situation,** embracing relationships, work, activities or companies that allow us to be our truest and best self and encourage honest conversations, feedback and progress. It also means **telling the truth to clients, KOLs, collaborators, partners,**... even when it is not nice to hear, there is always a kind way to be authentic.

Authenticity breeds loyalty. When we're looking to build long lasting relationships in life, we want grow and learn from people of values, people that are honest, trustworthy and kind.
Authenticity is key in any life, and it is key in business. For Kolsquare it has a special meaning as it is the foundation of the relationship between KOL and fans, the same way it has always been the foundation of the relationship between brands and consumers.

In the recent years, **KOL Marketing became the best lever to restore the trust between brands and consumers.** So KOL and KOL Marketing professionals should highly focus on building authentic relationships. KOL should not promote products or brands that they don't really like, otherwise they will destroy the trust and loyalty of their followers they built with so many difficulties.
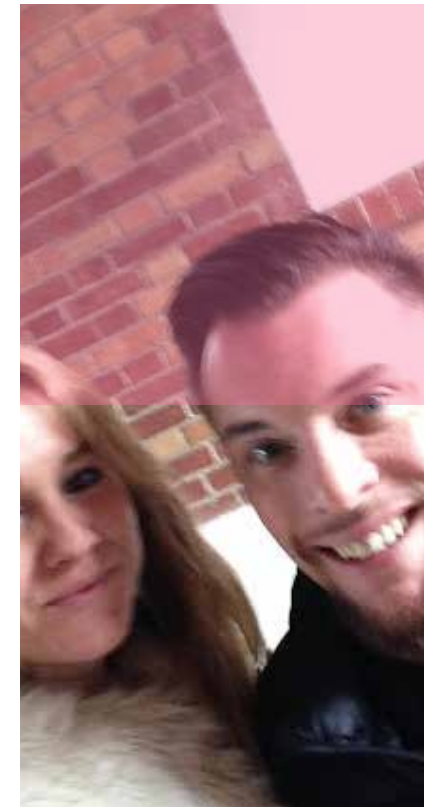
Our Head of Account Management Alix Dumarest and French Chef Norbert Tarayre. 2018

Selfie with Quentin and the marketing team: Jhovany Rodriguez, Camille Melon, Juliette Thobois (online), Bérengère Weber (online) and Ronny Pouvreau. 2020

Our Head of Tech Karim Mouhoubi and Lead Data Science Marc Caillet brainstorming during a Team meeting in Paris. 2021

CHAPTER 6
PHILOSOPHIES

There are several ways to help KOL "reach their greatest potential" (non exhaustive):

Training

We can teach KOL how to grow, how to develop their business, how to be more professional. This is what we call the Kolsquare Academy.

Professionalism

To make a living out of their passion, KOLs need to find brand collaborations that could finance them, and that could be setup as easily as possible. Kolsquare's Marketplace is a way to help them grow their business and reach their creative potential.

Lobbying

Acting as a leader inside the industry professional organizations (like IAB) is a way for Kolsquare to help the market reach its greatest potential, and thus sustain KOLs business.

CHAPTER 6 PHILOSOPHIES

Now that the mission and commitments are set, we need to understand the operational implementation within the different departments of Kolsquare. This is what we've called our Philosophies.

In this chapter, we will dig into :

Product philosophy

Tech philosophy

Sales philosophy

Marketing philosophy

Community philosophy

Financial philosophy

Human Resources philosophy

Management philosophy

Quentin Bordage being interviewed by british journalist in London. 2019

PRODUCT PHILOSOPHY

Kolsquare is a product company.
At Kolsquare, we want all marketers and KOLs to consider that "Kolsquare built the best KOL Marketing product ever".
Helping ideas, people and organizations reach their greatest potential through KOL Marketing means for us that we aim at providing our users, marketing professionals and K.O.Ls, with the best tech products in the market : a simple UX/UI, an over-performing database, a clear measurable impact, multifunctions, a possible integration with any other marketing and sales softwares, but also best practices guidelines.

And we strongly believe that building the best product is the best way to fuel word of mouth among the KOL Marketing global tribe, but also far beyond, without no geographical frontier.

Innovation vs Invention
Building the best product can come along with inventions, but real inventions are extremely rare. Inventions can take 30 years, and they occur maybe once in a lifetime (except if you are Leonardo Da Vinci)... when they occur.... So, at Kolsquare we do not pretend to reinvent the wheel.

On the contrary, innovations can be achieved much more quickly because you already start with an existing product idea or design. We strongly believe that there are brilliant ideas everywhere, in our own KOL Marketing industry of course because we face challenging competitors, but also in other industries. Steve Jobs famously said in 1996: «Picasso had a saying -- 'good artists copy; great artists steal' -- and we have always been shameless about stealing great ideas.» At Kolsquare we see «originals» as recipes for inspiration, and then we close the book to do our own things.
Better things.

A simple UX/UI
A simple UX/UI is key, as our product must be as simple as possible. Especially in our martech and adtech industry where elegant design and beauty is a must have. KOL Marketing is extremely powerful, but it can also be very complex to activate. Thus, designing simple products is the best way for Kolsquare to fulfil its mission.

Leonardo Da Vinci, perhaps, the greatest designer in history, once said "Simplicity is the ultimate sophistication".

It was Albert Einstein who said; "If you can't explain it, you don't understand it well enough." Though it is often mis-reported as being; "If you can't explain it to a six year old, you don't understand it well enough."

What Einstein was driving at was a particular application of "keep it simple, stupid", also called KISS (other interpretation are : "Keep it short and simple", or "Keep it simple and straight forward").

Chill time for the team! With Clémence Thiebaugeorges, Camille Melon, Axel Charletoux, Hugo Allal, Elisa Cornic and Camille Ninin. Paris, 2019

An over-performing database

The best KOL Marketing platform will be the one providing its users with the best database.

We all know that in this new digital era, data has become the new black. It's everywhere on social networks. It seems so accessible, and sometimes it is so complicated to collect. On the one hand, most social networks already have strategies in place to limit third party access to their data. On the other hand, brands and KOLs are thriving to collect data from their own systems (website, social networks, blogs, e-commerce websites, CRM, third parties…) and intelligently connect them with influencers profiles

and actions.

Kolsquare will try hard to provide its users with the highest quantity of KOL profiles accessible on any market, covering all relevant Social Networks (including niche social networks), with an exhaustive data driven approach to cover the full pyramid from Mega to Nano influencers.

Beyond quantity, quality of data is key. Kolsquare is building the most reliable set of data of the market. It includes of course crude data when relevant, collected from social networks but also from any relevant sources like websites, blogs, e-commerce, CRM, affiliation programs, etc..

But it also includes analysing, processing and translating those data to help our users understand and use them properly, and reach their greatest potential.

A clear measurable impact

Positively impacting the world requires our users to be able to measure every single impact of their actions. We try hard to provide brands, agencies and K.O.Ls with all the relevant data to reach their potential, including campaign R.O.I data (engagement, reach, EMV, sales, …), before and after the actions, with the possibility of comparing industry best practices (through market shares or share of voice for example).

Multifunctions

Kolsquare is an all-in-one solution that should be able to support brands and KOL initiatives at every step of their journey to their potential. What ever my need, whatever my goal, I should find a solution on Kolsquare product. For us, it means covering all needs from Search to Measure, including Influencer Relationship Management, payment, chat, measure… but also mass briefing vs cherry picking, as well as white label.

A possible integration with any other marketing and sales softwares.

KOL Marketing professionals need to go fast and efficiently if they want to reach their potential.

Thus, Kolsquare products should be integrated with all relevant existing company softwares, from CRM (import or API), to marketing automation softwares, as well as websites, e-commerce solutions, performance marketing solutions, media buying solutions, …

Quentin Bordage working hard on strategy… with "the cat". Be nice with everyone, even the cat!. 2019

Best practices guidelines

KOL Marketing requires expertise, and at Kolsquare we aim at sharing this expertise with our users (brands and KOLs).

Our products should be built to natively teach users how to improve their performance, but also to share market best practices, or learn from others' best practices.

Continuous improvement is a key driver for us on a day to day basis, and our products should help our users, whether it is an organization or an individual, to always learn and grow.

A responsible Product

Kolsquare aims at doing a responsible business. It means that our products have to be responsible by design.

Answering our users' needs requires trillions of data, and complex automated data processing systems. In all our efforts, we try not to collect data that we do not need. Regularly, we try our best to rationalise data collection and processing. When collecting data, we ask for consentment when it is required and possible. We make all possible efforts to secure personal data and meet GDPR requirements.

Beyond business, we want our products to provide users with all relevant information about the environmental and social impact of their actions.

It should help users understand (at least warn them) when they are falling into practices that are not responsible or that have a negative environmental or social impact.

Start with the Why

Our product at Kolsquare exists to solve our users problems and help them reach their potential. So our product methodology is not starting with ideas about great features. We start our journey to build the best products by finding the problem, and asking us the question of the issues we want to solve. Only this will drive us through the right solution and really help our users.

Product relationship is about WOWing users

To build the best product in the market, we aim at building a very close relationship with our users. We communicate frequently to inform them about new releases, but also to gather all their identified needs, learn from them, and improve our products as fast as possible. We are willing to connect all our users within a real expert tribe, in order to help them share their best practices but also issues.

To build an authentic long lasting relationship with our users, we share with them our product roadmap in transparency.

We always respect our engagements. We are ambitious but we try to underpromise and over deliver. And we consider each product release as an opportunity to WOW our users, whether by being original in the way to announce it, or simply by notifying the user at the origin of the issue with a personalized message.

Elisa Cornic, Julien Schaaf et Clémence Falewee at the 1to1 Biarritz 2019 after party in France

TECH PHILOSOPHY

The tech team, from Engineering and Research & Development, to QA, faces our biggest challenge at Kolsquare : **operationally build the best product to help our users reach their greatest potential.**

Missionary instead of Mercenary

At Kolsquare we want to build a team of missionaries, not mercenaries. We want tech teams to fully understand the ins and outs of features they are working on, in order to maintain their passion, maximize knowledge sharing, and help the organization grow thanks to their optimized contributions.

We strongly believe that developers need to be involved with product teams but also with end users (brands, agencies and KOL).

Meeting upfront allows both the designer (product manager, owner and designer) and engineers to fully understand the specific function of the features they are coding as well as the problem they are solving.

It allows authentic discussions about what exactly it will take to build the required product.

And it gives the occasion for the tech team to be proactive with technical and practical solutions.

François Blanchard, our first developer at Brand and Celebrities, working on the first lines of codes of our proprietary technology in 2014... on our pingpong table

Develop long term relationships with responsible suppliers and contractors

Ideal business needs few suppliers and contractors, because the less involved the more dependent partners become on one another.

At Kolsquare we try our best to limit the number of suppliers when possible. When we do not have other choices, we choose them very carefully and work on strong - long lasting relationships.

Our choice criteria are the following :

✳ 1- quality of service, product, or work

✳ 2- skilled employees

✳ 3- environmental and social impact

Basically, our business at Kolsquare requires 3 main categories of suppliers. For servers providers, we carefully integrate the carbon impact of the supplier solution in our decision, and we commit to monitor it in order to reduce our global environmental impact.

For data providers, we closely look at the personal data and GDPR compliance.

And finally for service providers, we are concerned about the social responsibility (salaries, equality, ...) as well as the environmental impact of the supplier.

In any case, we try to remind us that the stronger the relationship with our supplier is, the better.

Our suppliers rest on us for jobs and revenues, and we rest on them for quality.

Digital Marketers Jhovany Rodriguez and Clément Julou working on automation in our Paris office. 2019

"Quick & Dirty", but not so dirty

In any tech product, quality is very important. But velocity is even more important.

The speed of our product improvement is our key focus in order to constantly solve more users' problems and help them reach their greatest potential.

The best being the enemy of good, we try hard to develop high quality products as fast as possible, and prefer an agile approach : a not perfect MVP is proposed to our users as soon as possible, and then is improved step by step.

If we estimate that it will take 6 months to launch a high quality finished product, we will prefer launching 12 iterative versions of it, one every 2 weeks.

Because we know that the final product will be much better, and that our customers will be more satisfied with it, even with the beta versions meanwhile.

We regularly organize 24h hackathons, called "Deliver24", to rapidly develop innovative MVPs for a challenging identified problem.

Pursue learning and borrow ideas from other disciplines. Our industry is one of the fastest evolving in the world.

We are not afraid of it, we do not resist it. Instead, we embrace this change, especially in terms of technology.

We are constantly reevaluating our tech organization, processes and existing solutions.

We are constantly striving for new ideas of improvement, and do not hesitate to borrow and adapt ideas even from unlikely sources.

And we cherish every lesson learned from any technical difficulties.

Organizing hackathons with external engineers is also a way to enrich and share our knowledge.

SALES PHILOSOPHY

Kolsquare is a benefit company and we have an ambitious mission. **But the most efficient way to complete it is to rapidly grow and make profits. This is the responsibility of Sales.**

Help brands internalize KOL Marketing and build strong expertise

A part of Kolsquare's mission is to empower brands with KOL Marketing. As a result, we believe that we should help brands to internalize KOL Marketing within their organization, and if it is already the case, we should help to become more expert and responsible in using KOL Marketing.

As KOL Marketing becomes a media, millions are invested by companies in influencers, increasing IM stakes and strategic positioning. Influencer Marketing is extending far beyond marketing and communication within organizations.
Sales, HR, Financial or even Legal departments are already using influencers to reach their goals.

And beyond customers, influencers are clients, suppliers, shareholders, and even employees.

As a result, organizations are now dedicating employees to KOL Marketing.

Quentin Bordage and swimming World Champion Camille Lacourt interviewed about Influencer Marketing on french TV. 2019

Internalizing KOL Marketing has 3 main advantages for brands :

✳ 1- It helps them increase performance
Indeed KOLs prefer having direct contact with brands, and it increases KOL's likelihood to answer requests. In addition, limiting intermediaries improves speed and information transmission (on both sides).

✳ 2- It differentiates the brands
KOL Marketing agencies tend to apply the same strategies for different clients in the same industry. And building a unique KOL Marketing strategy allows a brand to differentiate itself from its competitors and other active brands on KOL Marketing.

✳ 3- It reduces risks
By investing in KOL Marketing, brands have direct access to their key KOLs and take control of this strategic branding and acquisition lever. They are able to build a genuine and long term relationship with KOLs, not delegate it to an agency that might be a short term partner.

Our product, but also our sales offers and our account management are aiming at helping brands build a strong team and expertise in KOL Marketing in order to reach their potential. We also believe that internal teams will have a more authentic and responsible behavior towards K.O.L, with a more responsible use of KOL Marketing, and thus a more positive impact on the world.

Build the most powerful KOL Marketing expert network in the world
Kolsquare products are used by brands and individuals within their organizations. In order to help our users grow and learn, and become more expert, we strongly believe that we should create

conditions to maximize knowledge sharing.

Kolsquare is, by definition, the forum or the courtyard where everything about KOL Marketing should go through.

It starts with the Kolsquarians that are the first expert network. And it continues with the KOL Marketing users community within brands.

We want to build the largest tribe of KOL Marketing experts in the world, starting with our customers (but not only), and give them the opportunity and means to share their passion and knowledge : expertise on specific techniques of social networks, recruitment needs and opportunities, partnership opportunities between brands (or any organizations), best practices, tools, …

Our Head of Data Gaël Stéphant… in another life!

Authentic and long lasting relationships
At Kolsquare we are fast and furious, passionate and determined. But we are not short termist. We know that reputation is crucial, and we want to build a solid and responsible business that will last for decades.
We always say the truth to customers. Even when it is hard to say. Even when it might lead us to lose the deal. We favor an authentic relationship with our customers, as we think that it will fuel a long lasting relationship.
We also put great efforts to satisfy our existing customers, as we believe that we have a mutual interest in building long lasting relationships.

Share 1%
Realizing our responsibility as a business to contribute to the general interest, we decided to give 1% of our sales back
to projects solving environmental and social issues, whether or not we were profitable. The more sales we do, the more we contribute to concrete initiatives that positively impact the world.

Tribe Referral

We believe that our Tribe is the most relevant source of qualified leads for Kolsquare. It is the most simple and effective way to grow sales through sharing networks connexions and business opportunities. We want to build a unique referral program to automatically reward every new business opportunity fueled by our tribe members, from employees to alumni, including customers, prospects, suppliers, KOLs, investors, or even friends.

For us, the most unique and significant way to reward our tribe members in the tribe referral program is to offer them gifts or vouchers among our existing customers' products and services.

Inspire customers and provide them with concrete solutions to positively impact the world

Our mission at Kolsquare is to use all the resources we have, especially our voice and our tribe, to inspire and implement solutions to social and environmental issues. Of course we know that our customers are looking for efficient solutions to their KOL Marketing issues, and we will always focus on that during the sales relation.

But we also know that more and more brands are carefully looking at the environmental and social responsibility of their suppliers.

That is why we also want to use every point of contact Sales to share our mission and values, in a clever and inspiring way.

It means adding messages related to our mission inside all our sales documents (Sales Presentation, Price List, Purchase Order, …), in our emails signatures, but also during any physical interaction (presentation, demo). It could be simply sharing our mission statement, but also enhancing inspiring messages, or quoting concrete examples of actions supported or launched by Kolsquare.

When joining Kolsquare, every customer is urged to sign our Responsible KOL Marketing Charter. Our customers also systematically proposed to join the "Share 1%" movement, and directly add x% of its purchase to the movement.

Favor customers that positively impact the world

We don't think we are legitimate to choose who can access or not to the power of KOL Marketing. So we do not want to deny access to Kolsquare without any legal and ethical reason. As a result, we commit not to allow access to Kolsquare to any illegal activities or scams companies.

On the other side, we will always find a solution to help ideas, people and organizations use the power of Kolsquare if we believe that it can have a positive impact. By positive impact we think about organizations that will benefit from KOL Marketing to create jobs (DNVB startups for example, especially when created by our alumnis), but also about governments, associations and foundations that might use KOL Marketing to fight environmental and social issues.

It includes other benefit companies like Kolsquare, and all companies that demonstrated a real engagement to contribute to the general interest.

Team lunch under the Paris rain. 2018

WOW our customers

We try our best to systematically create positive emotions with our customers. When a customer experiences WOW, we are giving them a pleasant surprise, exceeding their expectations, or addressing their needs thoughtfully and in unexpected ways. It is an expression of your authentic interest in the person who seeks our products and services, not just in the transaction. It is about making enduring personal emotional connections with empathy, generosity, and gratitude. It is about awareness of common human concerns that make a difference to each customer.

It is about truth, it is about meaning, it is about details that cannot be measured by KPIs. In today's ultra-competitive markets, enduring businesses call for enduring customer relationships.

Cherish existing customers before gaining new ones

At Kolsquare, we believe that building a responsible business means building long term relationships with customers, based on mutual trust and common interests. share our knowledge with them, to help them find solutions to their KOL Marketing issues, and to help them benefit from our tribe's opportunities.

In our business efforts, we always prioritize satisfaction and loyalty of our existing customers, and build closer relationships with them (including providing them with more licenses). Finding new business opportunities always comes second.

MARKETING PHILOSOPHY

KOL Marketing is all about sharing ideas and passion with communities. **We decided to build our marketing around those simple principles.**

KOL Marketing : for Kolsquare or for no one

At Kolsquare, we believe that KOL Marketing is the best way for ideas, people and organizations to grow up to their greatest potential and make a better world.
Thus there is no reason we could not use KOL Marketing for our own communication, even if in B2B. It even should be the major pillar of our marketing strategy.
We should use KOL Marketing for business purposes at first, in order to increase our brand awareness and establish our positioning.

But we also need to use KOL Marketing to support our initiatives against environmental and social issues.

Build the largest KOL Marketing community in the world

As we want to allow a maximum number of ideas, people and organizations to access the power of KOL Marketing, we believe that we should create and organize a global community of professionals around this topic.
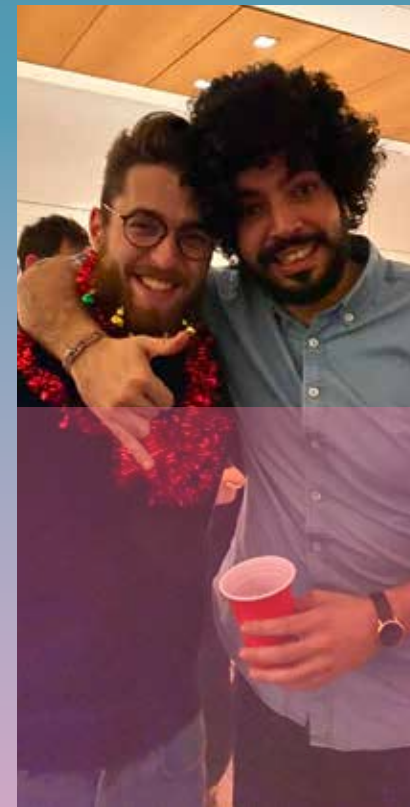
Chill time between Axel Charletoux and Mehdi Jouari during a team meeting in our Paris office. 2019

Inspire and educate rather than promote

In our communications, we do not want to directly promote our products or services. We do not want to enter the game of "best" against competitors ("we are the best product", "the best technology", "the largest catalogue", "the biggest database"...). Instead, we want to inspire and educate the market.

We believe that our expertise will be more recognized if it is demonstrated than if it is auto-declared.

In all our communications, we focus on sharing stories and teaching marketers and KOLs about KOL Marketing of course, but also Social Networks in general. We simply share our knowledge, our expertise, and desecrate technology and data around KOL Marketing.

We use simple examples and data to democratize it, and make it accessible to as many people as possible.

Beyond KOL Marketing, we also want to inspire and educate about responsible business, ideas, people and organizations that are positively impacting the world and trying to solve environmental and social issues. Especially if they are doing it with the power of KOL Marketing.


Quentin participating a round table about Influence with brands and agencies. Kappa Club - Paris, 2019

Tell people who we are, share our story and report our tribe story

The best and simplest way to be authentic is to tell everyone about us. **We share our story**. Share the stories of our tribe members. As industry pioneers, we want to share our vision about our complex industry, our initiatives, success and failures, all our efforts to build a responsible industry, with a positive impact on the world.

We are humble, but we also want to share all our actions related to our mission. We do this through our digital communication tools : our website and blog, our social media, our newsletters... We also decided to create our own digital media about KOL Marketing to tell great stories about ideas, people like marketers or KOLs, and organizations, that are using KOL Marketing to change the world. And if we have the opportunity, we won't hesitate to create our own publishing company to tell stories in real books and inspire ever more on the planet. We should also create awards to reward ideas, people and organizations that are doing great things.

To be fully aligned, the content we share should come from our tribe as often as possible. Our photos, stories, videos, case studies... should come from real people and organizations doing real things. Our providers include our employees, alumni, clients, KOLs, shareholders, and suppliers.
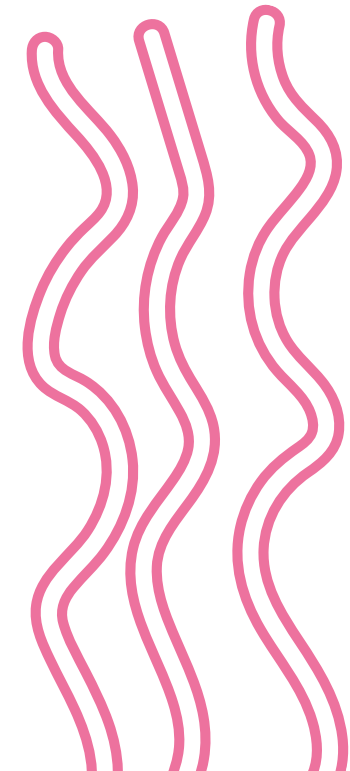
Our 2019 Revenue team: Ali Lahbabi, Marion Quatrecasas, Clémence Thibaugeorges, Roxane Guilhou, Elisa Cornic and Loic Charmont.

We would rather earn credibility than buy it

We know that we have to advertise our products and technologies on classical media, and we do it when required.

But we also know that authentic promotion comes from word of mouth and favorable comments in the press.

Thus we focus our communications on genuine and expert content allowing us to favor earned media.

On professional events for example, when possible, we do not pay for our presence, we trade our expertise for visibility.

COMMUNITY PHILOSOPHY

Our mission is also to help KOL reach their potential and positively impact the world. **We do it by providing them with the best professional tools to select relevant partnerships, to be more efficient and improve their performance.**

Provide KOLs with relevant business opportunities, in a simple way

Providing KOLs with as many business opportunities as possible allows them to turn their passion into a living, and reach their greatest potential.

At Kolsquare we should put in efforts to understand their profile and needs perfectly on one side, and to develop the best matching tools on the other side to make relevant partnerships possible.

Thanks to Kolsquare, KOLs should also have the opportunity to contact directly with brands in order to propose collaborations.

We also believe that it is our responsibility to provide them with tools and solutions that make partnerships as simple as possible (contact management, contracts, payment, …) so that they can focus on developing their passion and on inspiring their fans.

Train influencers to become professional KOLs, and educate them on responsible business

We think that professional KOLs, because they have the most responsible approach of business, are the most relevant media for brands (especially for our customers), and for the industry. At Kolsquare we want to help any kind of influencers to acquire the best knowledge about KOL Marketing, and become more professional.

Thus we set up training dedicated to KOL about best practices, including their responsibilities as opinion leaders to positively impact the world.

We also believe that is our responsibility to share with KOLs our beliefs, missions and values, and to make them proud of being a member or our Kolsquare tribe.

Provide KOLs with tools to favor responsible KOL Marketing and positively impact the world

At Kolsquare, we don't think it is our role to say which brands are good or not, which ones are responsible or not. But we want to help KOLs easily identify the brands that have a positive impact on the world, and inspire brands to do better.

On our platform, we thus provide them with KPIs promoting responsible brands, so that they can take this factor into consideration when negotiating a partnership.

We also allow KOLs comment brands partnerships and share their feedback with other KOLs in order to promote responsible brands. In parallel, we want to provide all KOLs with solutions to easily contribute, for example by allowing KOLs to share 1% of their revenues earned on Kolsquare to fight social and environmental issues.

Federate and promote KOLs that positively impact the world

An incredible number of KOLs are involved in initiatives fighting social and environmental issues. Sometimes just through posts or stories, sometimes through financing, or through their own time commitment. There are also KOLs that are willing to help any relevant project that positively impact the world. At Kolsquare we do not want to say which KOLs are good or not, which are responsible or not. But we want to maximise this agent of change. We want to give them a tribune, support their initiatives, and help them increase their positive impact.

Among our contribution, during the first lockdown of Covid19 (mid 2020), we created the hashtag #influenceforgood to federate all initiatives fighting against the global pandemic. On Kolsquare's platform, we also clearly identify KOLs willing to support foundations, associations and other initiatives for general interest.

In general, we will try our best to promote all KOLs that have a positive impact on the world, by labeling them on our platform for example, but also by editing media (digital and physical) around their initiatives that could inspire other KOLs around the world.

Christmas raclette with the team in our Paris office. December 2019

FINANCIAL PHILOSOPHY

Kolsquare is a technology company.

We operate in a fast changing and very competitive global market that is already worth billions, with an amazing growth perspective. We are paving the way for a global revolution, and being part of the race requires significant investments in a short period of time: we have to develop breakthrough technologies, requiring intense R&D efforts, but also constant updates and improvements, we have to open new markets, explore new industries, deeply study untapped markets and new habits, acquire technology and buy out relevant competitors... all of this even before signing any client or rentabilizing our investments.

If we want to succeed, we have to go fast. I mean, really fast. But we don't have a short termist approach. We believe that social networks and KOL Marketing will still be a major global trend in 10 years. Opinion Leaders have always existed, long before social networks, and will still exist in 50 years. So will Kolsquare, whatever the way we answer our clients needs. As a result, we have to structure a solid business model in order to be there in 10 years, probably in 50 years.
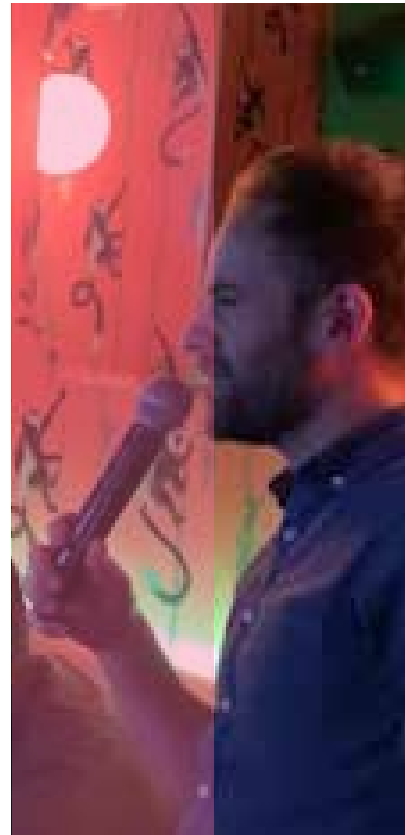
Our CFO Alexis Klahr singing a rock song at BAM Karaoke in Paris. 2020

Take risks : go big or go home
Our motivation is big because we believe that taking part in this race (and winning it) will allow us to fulfill our mission and empower people, ideas and organizations with KOL Marketing. And only this will allow us to efficiently positively impact the world. Winners take all, and it is now or never.

The industry and the mission we have chosen are capital intensive. It is risky. But we are not afraid of that risk that we calculate. Reaching our potential, and reaching our industry potential requires us to invest significant amounts of money before seeing any results, before fueling any turnover.

That's why we regularly fund the company: we need investors and we need to use debt.

Choose our financial partners, and involve them in our mission
Whether banks, investments funds but also private investors, we carefully choose our financial partners. We favor long term relationships as we believe that they are the one based on mutual benefits. We favor partners that we know, with whom we have a common history and shared values.

For example, most of our investors are business angels that have a personal link with our founder Quentin (especially friends & family), some of them are tech entrepreneurs having created thousands of jobs and positively impacted the world, others are sport world champions, and most of them are deeply involved in concrete solutions to fight environmental and social issues.

Our bank BNP is a long term partner, really involved in the entrepreneur community. Another example is our investor CapHorn Invest that led our Serie A.

They claim to be "the network you can trust to build game-changing tech leaders" and are known to be engaged as a responsible VC fund, really involved in the tech and investors community. They signed the United Nations supported Principles for Responsible Investment (PRI). They are engaged in promoting gender equality in Private Equity firms and in Private Equity backed companies. They financially sponsor initiatives committed to the protection of the oceans. We are very proud to share the same values.

As a rule, we clearly share our mission with any new potential financial partners, and we make sure that they are aligned with our vision. We systematically propose to them to sign our "responsible chart", and we offer them the opportunity to share 1% of their investment on Kolsquare to fight social and environmental issues.

Be profitable, be agile.

Our goal is to be profitable, and to have no debt. A company with little debt and with cash in the bank can take advantage of opportunities as they arrive, easily decide whether to make or buy, and create significant competitive advantage. For any company, it is very hard to be profitable. That's why we have to be as efficient as possible in all our financial decisions. We cannot rest on multi annual financial plans, even on annual plans. We have to permanently adjust our budgets and financial plans, often on a quarterly basis. A company should always be playing the "what if" scenario, it's the role of the financial team.

Be responsible in our business

Financially, being responsible means lots of things. We pay our taxes and do not try to set up complex structures to avoid paying our contribution to society.

We have a 100% dematerialized approach and do not print invoices or any legal or financial documents, except when it is legally compulsory. To limit server consumption, we try to avoid sharing PDF documents on our email communications and prefer links.

We carefully chose our suppliers according to our "responsible charter", including when purchasing equipment at Kolsquarians' home in application of our Work From Home model. And we offer our suppliers the opportunity to share 1% of their invoices for Kolsquare to fight social and environmental issues.
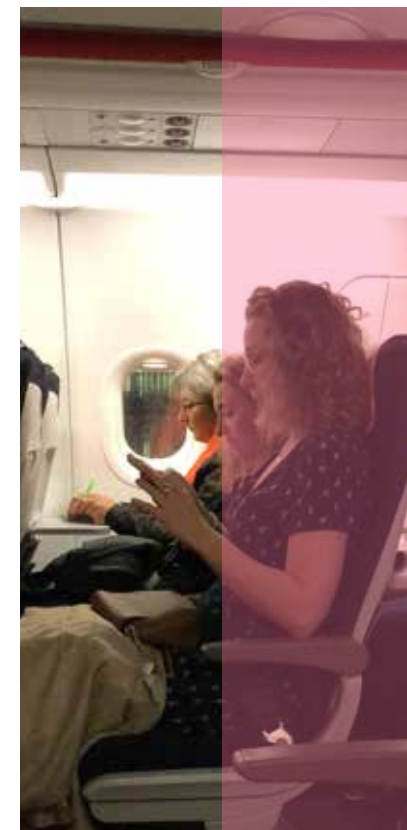
Clémence Falewee ready to take of in the plane for the 1to1 Biarritz

Most of all, we decided to become a benefit company, adopting the status "Entreprise à Mission" in the French law, included in the PACTE Law of 2019. It is a new form of business which statutorily gives a social or environmental purpose in addition to profit.

Our mission is clear : empower all ideas, people and organizations with KOL Marketing in order to positively impact the world.

And we want to use all the resources we have - our tech, our voice, and our tribe - to inspire and implement solutions to social and environmental issues.

Our vision at Kolsquare is that profit is a vote of confidence, a confirmation that our customers approve for what we are doing. As Yvon Chouinard founder of Patagonia said **«It's ok to be eccentric as long as you are rich, otherwise you're just crazy»**.

Bring WOW even into financial stuffs
Our vision of the tribe includes our financial partners and our suppliers. We also want to empower them with KOL Marketing, and involve them in our mission. And we want to turn them into Kolsquare ambassadors. That's why **we want to WOW them,** by using any point of contact to positively surprise them and fuel word of mouth.

For example in our invoices to customers where we add funny sentences and quotes, and present one of our values or claim our support to an initiative Kolsquare is financing. We want to provide a meaning to our collaboration, for example by educating our interlocutor to KOL Marketing KPIs or best practices in any common document, or in our signature.

HUMAN RESOURCES PHILOSOPHY

Kolsquare is and will always be a startup. Our working culture is the one of a young technological company, in the very cool but constantly disturbing social network industry. We have big international ambitions with a slice French accent.
We are a challenger and we will always think the way challengers do. There is no global player in our industry currently, so there is no world leader. But even if we become the market leader, which is our short term goal, we will do our best to keep our challenger mindset and we never surrender.

Passion first
Nothing great has been accomplished without passion.
It's our first principle of hiring. Passion is at the heart of our industry, because KOLs inspire millions by sharing their passions and expertise with their fans on social networks.
Kolsquarians should be first of all passionate people.

We are not talking about their day to day jobs. We are talking about real passion. When talking about their passion, see the flame in Kolsquarians' eyes, and they can express clear reasons for those particular interests. Beyond passions, we want to be joined by curious people, always looking for new learnings, to grow and become a better person, a better professional, friend, parent or partner.

Our former CTO Xavier Lernould winning the disguise competition during our Back to School seminar in September 2018. Yes this is a frog. The French love frogs.

It is also our hiring philosophy that as many Kolsquarians as possible be social networks regular users, with a true interest in this technology, as well as in KOL Marketing.

We don't expect all new Kolsquarians to be already passionate about social media and KOL Marketing, because we know that this passion will rapidly grow after joining us.

**But we want our candidates to share our vision of KOL Marketing,** have a positive vision of this industry and its unprecedented power.
At Kolsquare we don't try to think like our customers, but to effectively act like true customers, ie KOL Marketing professionals.
Thus our ambition is to have either 100% Kolsquarians that are KOL themselves

(whatever the subject or the social network), or 100% Kolsquarians that have a project (business or association) that uses KOL Marketing techniques. And if they are both, it is even better ! We favor profiles that are already involved in foundations or associations, or that are proactively acting to positively impact the world.

The sales Team during Biarritz 1to1
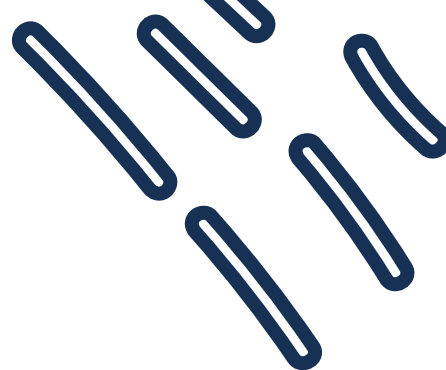
Social and environmental responsibility of Kolsquarians
We expect Kolsquarians to be engaged in social and environmental causes, and we favor already involved profiles during our hiring process. We believe that beyond a company, each individual can contribute and positively impact the world.

That's why we encourage personal engagements for each Kolsquarian to choose one project, association or foundation per semester and actively contribute to it
1- through the use of our KOL Marketing technology ;
2- and through 1 day per month freely offered to this project.

When joining Kolsquare, each collaborator is asked to sign our "responsibility charter", commiting to our common values and engagements as professionals and individuals. It is something that we talk about very early in the recruitment process, and that we include in annual reviews with each Kolsquarian.

We are all different, and we have all different goals, that's why we even implement individual challenges and incentives to help Kolsquarians reach their potential and be more responsible (this includes sports challenges, weight, smoking consumption, clean transportation, …).

Kolsquarians have very diverse origins, gender, backgrounds.

And they have various political, social and religious beliefs.

That's normal and diversity is a treasure for our company culture. As Yvon Chouinard said "not everyone wants to change the world, but we want the company to feel like home for those who do".

Work From Home (WFH)

Once seen as a constraint during Covid19 Lockdown in 2020, we decided to see WFH as an opportunity. And launch an experiment in 2020 to invent our own Kolsquare WFH model. Our priority was to improve team members quality of life and happiness by addressing their work-life balance.

We believe that Work From Home is the best way for each team member to improve their work-life balance, and reach their greatest potentials. It is the best way to hire and collaborate with remote talents, and scale team growth.

We think it is the most responsible way of working, preserving the planet and ressources.

We think it promotes flexibility and results driven culture.

And it empowers collaborators with autonomy and trust they need to reach their goals. We don't believe in a 100% WFH model without any physical events. We want to replace physical working shortcomings (time lost, focus, stress…) with WFH advantages, without losing the advantages of working in the same office.

All Kolsquarians are shareholders

We believe that all Kolsquarian needs to consider the company like it's own, and that we should share the benefits of our efforts together. As a result, we defined a clear and transparent Stock Options policy to allow all permanent contracts to be shareholders of the company.

Kolsquare's Angels: Elisa Cornic, Camille Ninin and Céline Maruzzi

MANAGEMENT PHILOSOPHY

Charles Darwin said "It's not the strongest species that survives, nor the most intelligent, but the one most responsive to change". At Kolsquare we don't want soldiers or robots, we do not want clones. We want employees who will question what we do, who will seek for answers until satisfied, who will challenge the wisdom of something they consider as a bad decision. We are looking for people who, once they buy into a decision and believe in what they are doing, will work like demons to produce something of the highest possible quality as fast as possible. We want individuals that will pursue growth and learning so hard that they will finally reach their greatest potential. **Our management philosophy at Kolsquare helps us get these unique people to align and work for a common cause.**

Harder, better, faster, stronger
Kolsquarians are the Daft Punk!
We buy into they lyrics : "Work it harder, make it better. Do it faster, makes us stronger. More than ever, hour after hour. Work is never over." **We never take anything for granted.**

Even when we are tired to work hard on a project, we never surrender, because we know that success is at this price.
We are not afraid of change, in fact we are looking for change as we constantly embrace new ideas and methods of operations to improve our performance. That's why we built a method.

We try hard to harmonize our work methodology, to have common scalable rules that fits with everyones, to have a satisfying pro/perso balance but to be performing and **continuously improving.** We limit our meetings to the strict necessity, maximum 1/3 of our time, and each quarter we challenge our existing organization and meetings.

As often as possible we replace meetings with asynchronous exchanges.
We are ready to fail. Failure is normal. We fail a lot, and they are more failure than success. This is the required path to success. So we accept failure, and more than that we seek for failure. Only failure will teach us what we need to reach our goals. So we accept failure at only one condition : if we fail, we fail fast !

We want to give the maximum autonomy to employees.

To coordinate our efforts, we define OKRs each quarter (Objectives and Key Results), with measurable KPIs that allows us to regularly manage our performance compared to the roadmap.

We love to measure things, in fact we always measure things. We measure the impact of all our actions and we start every project with the end by defining what we exactly are expecting from it.

Kolsquarians testing Augmented Reality surfing in Teahupoo - Tahiti

Help each Kolsquarian reach her/his greatest potential
We believe that we do not reach goals that we don't define. So we help each Kolsquarian to define career goals and paths, and each manager revised them every 12 months minimum.

We try to provide each Kolsquarian with a maximum of information and support to help them reach their goals, but we also strongly believe that each of them is responsible for their own development and should not rest on Kolsquare to grow and learn.

As we want to provide Kolsquarians with the best possible knowledge, we have an "Open Training" policy allowing them to finance any training at any time, whether it is directly linked to their responsibilities at Kolsquare.

In addition, we expect each Kolsquarian to build or lead at least one "Boost your Skills" training per year to share her/his knowledge, and help others reach their potential. We also believe that Kolsquarians would be better at their job if they are KOLs themselves, or entrepreneurs using KOL Marketing (Kolsquare) themselves. That's why we also train Kolsquarians to become KOLs or entrepreneurs, or to become better ones if they already are. Finally, we believe that our responsibility is not limited to the time Kolsquarians stay as employees.

As long as it is possible, we try to help Kolsquarians that want to leave the company to find a new job (and enter the alumni tribe).

Sharing is caring
Beyond training (Boost Your Skills), we strongly believe that our success can only be built on trust and ownership.

We think it is the best way to reach our multiple and complex goals, but most of all to help Kolsquarian grow and learn.
So, for every project at Kolsquare, we define one Owner and 1 to 3 Helpers.

Early morning picture of the team getting ready for a War Room in our Paris office kitchen. 2019

* **Each Owner is in charge of the project, and takes decisions as if he was the only one in charge.**

* **He can consult others, especially Helpers, but he/she is not obliged to take other advice into consideration.**

* **Helpers are also here to limit the dependency on 1 person only for a key project.**

Express things authentically
Authenticity is key in KOL Marketing, and we should start by applying it at Kolsquare on a day to day basis.

At first, it means that we have to express things in an authentic way.

For example in all our writing documents and emails, we try to avoid misunderstanding by applying a simple 3-steps rule :

* 1- less than 30 words sentences

* 2- replace adjectives by data

* 3- suppress imprecise words

We answer questions with a "yes", a "no", or a "I don't know but I will come back to you later".

We also precise our degree of certainty by using a percentage like "I'm 90% sure it's a wrong decision". We always tell the truth between us.

We always say what we are really thinking, even when it is hard, especially if consequences are big. We do not speak about a Kolsquarian with another person without sharing with him/her exactly the same words.

CHAPTER 7
TESTIMONIALS
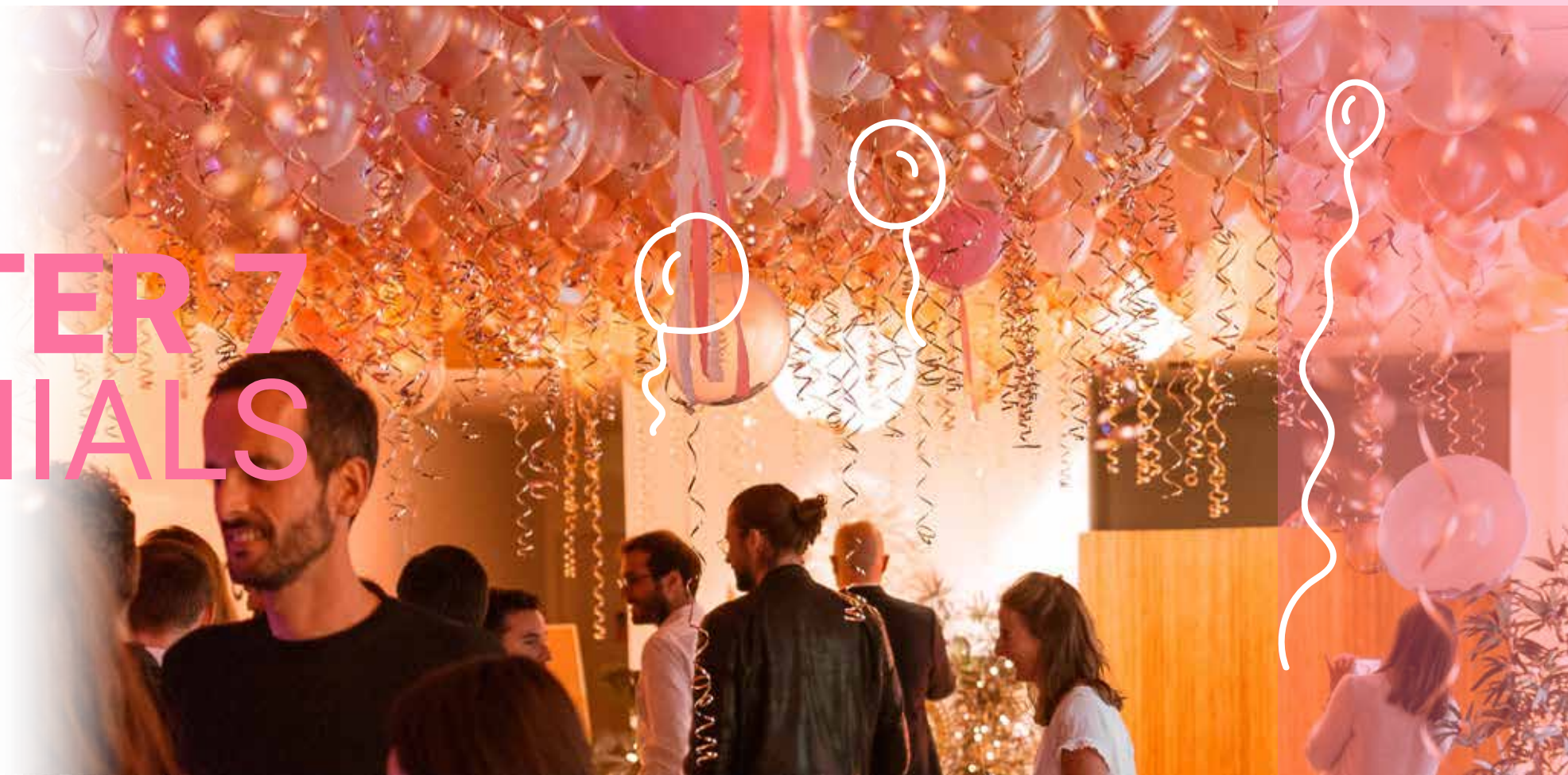
Alix Dumarest - Head of Account Management

It's been 6 years now that I'm part of this team, this adventure.

I joined Kolsquare when it was Brand and Celebrities. Social networks weren't that much important at this moment. I was appealed by the sport link it had (working with former sportsmen and sportswomen) and the culture which seemed to be challenging, agile, but also and mainly friendly.

I've changed 5 times of jobs in this structure (maybe even more!), I've seen hundred of people joining the team, leaving, doing their best, brainstorming, contributing to Kolsquare's creation.

What pleases me the most nowadays is that we are all passionate about what we do. It is one of our six core values. We all believe in influence marketing power, even those who aren't influencer themselves (the majority).

Our team is constituted by smart, and involved people, who all want to make Kolsquare the best and most useful influence marketing solution for all our clients, for everyone. Being the Head of Account Management, it is indeed my main preoccupation : satisfying our customers and making them our best advocates.

But I also care a lot about having fun working. I don't want to spend a day without chatting with my colleagues, smiling, laughing.

It is something I've always found @Kolsquare and I'm doing my best to keep this atmosphere, even being mainly at work from home. In my opinion, this is an integral part of a good structure. That makes me think about the value I'm the most proud of : **deliver wow.** It's a huge and wide subject. But If you think about it at your own level - in my pro case my colleagues and our clients - it is pretty easy to understand. We have in our DNA the idea of trying to surprise, to overdeliver, to give emotion. **It's a life goal for me so it rings a bell ! ;)**

During years, for instance, we have organized for each new recruitment a welcoming party. It may seem normal but I don't know lots of companies doing it. It helps integration and launch the collaboration in a very good mood. It also creates a sufficiently strong and close team to endure and overcome difficulties.

Kolsquare is a place where everyone can, giving itself with the means, **grow and learn.** It is a place where you meet not only colleagues but friends. It is a place where you work for something that matters, influence marketing being the best way to empower our ideas and/or make the world change.

Camille Ninin - Project Manager Influence

Freshly graduated, I joined Kolsquare in 2019.

Co-opted, I had been praised for the human qualities and the potential of Kolsquare, which is why I joined this company.

As soon as I arrived, I had the chance to participate in the internal back-to-school seminar (ideal for meeting and bonding with my new colleagues) which did not disappoint!

Benevolence is really at the heart of this company.

The company immediately attracted me by its **passion** for its sector. You work with inspiring, curious and passionate people every day.

The company is constantly growing its knowledge and expertise on the diversity and interculturality of its employees. **There are no failures at Kolsquare, only lessons learned.**

It is also a company with a great openness towards the international. This translates into a multitude of daily projects in an environment with a great openness that never ceases to develop you on a personal level.

Arlette Mont - International Account Executive

I joined Kolsquare because I was looking for an ambitious company where I could be part of the building of a project and with amazing people, well Kolsquare is that and more !

I think that being here for me it is a very good opportunity because we are a company that helps
to structure influencer marketing in Europe and this is not something you find every day !

In addition, from my sales point of view, it is very exciting to have the opportunity to build new markets and quickly analyze and adapt to the market, in order to maintain and evolve our position in the market.

Also, it is very rewarding to being able to drive value to companies and help them see how influencer marketing is becoming strategic and help companies grow !

Finally, I would say that flexibility is one of the characteristics I really enjoy while working at Kolsquare and also the fact that every voice is heard.

I have the chance to work with amazing colleagues, who are very competent and where you have the feeling to be part of a team.

I think that this kind of work environment allows teams and individuals **to achieve their greatest potential, and therefore deliver wow !**

Marc Caillet - Head of Data Science

I've successfully tried different machine learning approaches to solving complex problems.

I'm also involved into some product and marketing projects as well as into building more attractive service packages.

For a guy like me who's constantly aiming at learning new topics and broadening his horizons, **Kolsquare is a great place to work at.**

On top of that, you won't be left alone if you're facing difficulties, you won't be patronized nor making fun of if you make a mistake.

We help each other a lot. We are adults doing their best to build amazing things with other adults.

Julien Schaaf - Head of Sales Influence

For me, before being a company or a platform, Kolsquare is a team.

A team who thinks about the future of communication, especially brand communication.

Our team has a strong belief : authenticity is the key to good communication. To reach this authenticity in a communication, all stakeholders have to be involved, all stakeholders have a responsibility.

In Influence marketing, that means : the brand, the influencers, us (platforms),... We have a responsibility. That's why Kolsquare leads discussions with ARPP, IAB for instance.

But it is also, being attentive to our customers and our colleagues with an only target : finding a solution to problems and anticipating future needs.

In this passionate team, participating in these debates is a wonderful learning experience and **I am proud and glad to be a part of it.**

Maeva Picault - Influence Marketing Expert

What I like the most at Kolsquare is the team spirit that we all have towards each other, whatever the services, whatever the hierarchical levels.

The trust that we are given in our daily work. This is perhaps due to the fact that this is a human-sized company, but it is something that is rare enough to be highlighted, which I personally had not experienced before.

We are constantly pulling each other up and that's what makes us feel like we are constantly progressing within Kolsquare, like we are learning new things, becoming more efficient and more relevant.

So I think it's the "reach your greatest potential" value that I can relate to the most.

We are always being pushed to do better. On the human side, I can only recommend Kolsquare to the people who surround me on a daily basis, we meet great people, intelligent and involved in their work.

It is thanks to these people that we managed to overcome the difficult crisis that we had this year related to Covid-19, we all got up together although some people did not believe in it anymore.

In short, at Kolsquare, no two chapters are alike, but **we are writing a great story.**

Philipp Greulich - Country Manager DACH

I strongly believe that humans want to work creatively and want to identify themselves with the work they do.

The gratification and appreciation one gets from this is invaluable and will never be substituted by fresh fruit and table tennis in the office - Don't get me wrong, on top of that it's the cherry on the cake ;-)

So - What does Kolsquare have to do with this?

I'm able to do my work from anywhere, at any time and how I want to while having colleagues who challenge me and have my back.

The result is the key metric - the way is personal.

Kolsquare's mission is my mission because it is about growth, challenge, successes and failures while the outcome is a **positive impact to the people around us, our businesses and ourselves.**

I know that KOL Marketing is hard, it's time consuming and it requires attention, love and authenticity because in its core it is about human relationships and connections so if you're not willing to invest and attend to your seeds, you'll never be able to smell the flowers.
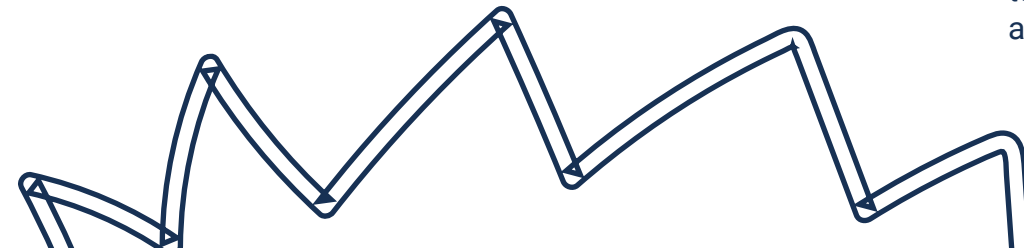
Jason de Oliveira - Chief Technical Officer

The value proposition, impact and culture were very important drivers for me when I chose to work for KOLSQUARE.

I love to work for this company and you will, too. So let me take some time and give you some insights of what it means to work for KOLSQUARE. Let's go !

The influencer marketing market is still to be conquered.

Multiple companies have positioned themselves.

In this exciting and ever moving environment, I wanted to be part of the executive leadership team to reach the goal of becoming a leader on the European and American markets with a great product and scale the company accordingly.

And that is what we are doing right now.
With influence comes power. There are ethical questions which need to be addressed and I am very happy to be part of a company that is setting standards in this market for our common future and that helps to positively impact the world.

One of our core values is being responsible and to integrate that into all of our actions and decisions. We support associations, we help them by spending some of our earnings and nearly all of our collaborators have environmental or social causes they care about and that they work on in their private life.

My job as CTO is to provide guidance and decisions for strategy related questions (what can and cannot be done at what cost and with what risk), to drive innovation, to help prioritize, to work on partnerships and to communicate the vision and roadmaps

internally and externally.

All that while assuring that the delivery of our products is done on time and with the best degree of quality possible. We are working on the latest technologies and use data science and artificial intelligence to provide high business values to our customers who see a real impacts when using our products : everything necessary to make a CTO's life interesting and bright !

The success of a company is depending on its people. Providing an environment with common values and a good culture makes the whole difference to allow for highly motivated and productive teams.

I love to be very close to my teams and to make them grow by helping them to share their knowledge and power. The team in place consists of some brilliant and intelligent people. They are all A-Players who are passionate about everything they do. Leading them in the right direction and challenging them to reach their greatest potential and achieve even more is part of my own personal fulfillment on a day-by-day basis.

Values and culture are a really important part in our company life. Each week we have a weekly debrief meeting with changing groups where we discuss how we have lived the week

and how we expressed our values with real life examples to make our values real and not just a marketing motto.

The executive team works hand-in-hand in a very transparent and authentic way where confidence and teamwork prone over individual achievements.

Fail fast and be courageous while taking the decisions that move our company forward and having fun doing that. My fellow colleagues impress and WOW me nearly each week and I am proud to be on their side.
That is why I love to work for this company and you will too if you decide to work for us !

Jerome Borenstejn - Lead Backend developer

I joined Kolsquare during the pic of the first wave of the pandemic in april 2020. Despite the impossibility of being physically with my new colleagues, I was amazed by how tangible was the team spirit and how rapidly I felt part of it.

This is mostly due to the kindness and professionalism of all the tech team members, but also thanks to the vision the company holds and manages to communicate on KOL marketing and on our role to come in that thriving industry.
I joined Kolsquare for the passion I have felt with people I met during my recruitment process and it is that passion that I can feel on a daily basis and that made us take a successful shift this past year.

The dedication and the willingness to deliver the best product for our end user is shared by the whole team, and even if some of us are located in France and others are in Madagascar, we all have a sense of belonging to something that we are building brick by brick together.
Being a kolsquarian is truly to have the opportunity to **create something meaningful** that will shape the future of KOL marketing.

The fact that we have some time to talk about ourselves (the weekly debrief) or to have fun together (the friday fun camp) makes us feel closer to each other and gives us that extra bit of motivation that makes the difference.

As a developer I appreciate that the whole company is very flexible and willing to make some quick decisions when we need to seize a new opportunity. This is what happened when we decided in partnership with an affiliation company to integrate their solution in our platform in order to enrich our client experience.

We are encouraged to think out of the box and I can not think of a better way to build something great, new and mind blowing.

Fabien Sanchez - Chief Revenues Officer

Kolsquare is a great place to work.

Mostly because people are recruited not only for their track record, but also their attitude and
the alignment with our values. Then it makes Business Life easier.

I joined Kolsquare because of the market potential, but also for the existing team members themselves who I found smart, caring and ambitious.
I like the way we trust people for their abilities and judgement, that we can work from home and balance work and personal life and that we all strive to be better humans and professionals.

My favorite value is "Deliver Wow" as it mixes delivery, excellence, hard work and humility.
I like when people surprise us by taking initiative to build features, data, events, contents, processes and share them to the larger group.
I like when they go the extra mile without being asked, just to help us go faster. Let me give you some examples : Maëva built a Product Deck in 2 hours in front of Pékin Express, Julien and Quentin imagined a new seeding feature around a coffee then Gaël and the Tech team analysed feasibility the next day, Alix and Camille implemented the NPS score within a month.

The way I can see myself reaching my greatest potential is by helping my team members reach theirs.

I want to make sure I provide them with everything they need to be excellent at what they do, to grow within the company, to develop new skills, to open new territories or business lines.

I like the fact Kolsquare wants to positively impact the world by offering the time of its team members, who help charities to contact Key Opinion Leaders for free awareness and performance campaigns.

Mehdi Jouhari - Lead Project Manager

I joined Kolsquare for its human size, dynamic and people oriented aspects.

Kolsquare allows you to be yourself, to be autonomous, to be responsible and to take the lead on projects in order to improve your team or company's processes.

After just a few weeks of work, I was already in charge of 2 side projects to improve my project manager team's processes.

Everybody was open to questioning their current methods and making somes changes if it could help us improve.

On a day to day basis, I really enjoy the kindness and availability of people who try to help you the best they can. This is one of the greatest things I noticed when i first arrived : regardless of the amount of work or time, people will always help you.

In 18 months, I have seen Koslquare shift into a new dynamic and new values.

Values that I identify with strongly as for example **"to positively impact the world".** This value is what we all tend to, with our small contributions.

Working for a company that takes this on a business level is always gratifying and makes me want to do more, also on a personal level.

What I appreciate the most about this value, is that we are not pretending to be perfect and doing everything the right way, but we try to question ourselves on the impact that our actions can have and the benefit that comes out of it.
This shift gave me the will to do more things personally : I take a stronger look at what I buy (groceries, shopping) and where I buy it from to try and reduce some of my impact on an ecological level.

The company also has done some great actions.

For example, during the COVID, Kolsquare launched #influenceforgood to help all entities working against the Covid communicate.

It also involved Influencers that would offer their services to the cause.

We also help smaller businesses to have access to the platform with financial perks to help them grow and communicate.

These are great examples of a positive impact and virtuous cycle.

If I had to talk about Kolsquare to friends & family, **I would say that Kolsquare is the perfect company when you want to invest yourself on a project,** it is a company where everyone tries to be as authentic as possible, where transparency is an important part of the management and where on a « without covid » life, you would enjoy yourself and encounter wonderful and various people from various horizons !

Jhovany Rodriguez - Digital Growth Manager

Kolsquare has been like a family to me, I can sincerely say that I have developed a strong bond with every person I have worked so far.

As in every up and coming company there are lots of challenges but thanks to team spirit and support we have always overcome our obstacles.

I joined the Kolsquare marketing team in 2019 because I was fascinated by the potential of influencer marketing and the rapid development of the Kolsquare platform.

Since then, it has been a great journey and I am proud to say that everything we have accomplished is thanks to team work and every person in the marketing team has played an important role in this company's growth.

The value I prefer at Kolsquare is "Share your Power, Knowledge & Wealth" because it encapsulates my time working for Kolsquare where I have learned a great deal from the people around me, specially my managers and I have build upon this knowledge to accomplish plenty of goals.

Alexis Klahr - Chief Financial Officer

I joined Kolsquare for many reasons, but the most prominent points revolved around my desire to be challenged, to grow and learn within a developing sector, and to work with a goal oriented team that had real 'team spirit'.

I can say that all of these points are fulfilled daily, by the amazing team I have the privilege to work with.
For me Kolsquare is first of all a team of talents, where everyone is always available to support each other and eager to share their knowledge.

Kolsquare is the perfect place to grow, develop and be a part of an international, motivated and passionate team of professionals.

I am really proud of the fact that we have now implemented an on-demand work from home setup for the company. It gives all Kolsquarians much more autonomy and offers a better work/personal life balance.

I am also proud of Kolsquare becoming a benefit company, because I truly believe corporations need to think about their footprint on the world and what impact

they want to have globally.

At Kolsquare we also want to use the power of KOL marketing to positively impact the world.
A good example of this was during the COVID pandemic, when we launched the influenceforgood movement (#offronsnotreinfluence) : a movement which aimed to mobilize influencers allowing organizations and institutions experiencing difficulty during the Covid-19 pandemic, to identify voluntary content creators to disseminate key messages, calls for support and good practices.

Donatien Nambinintsoa - Developer

Kolsquare is a company that is expanding the field of influencer marketing.

I joined Kolsquare because the area the company is working on is brand new, useful for brands, and challenging for a developer like me.

How do I live it? Every day it's like working on a train, customers need our service, we are constantly improving it, making it faster and as efficient as possible.

The structure, order and way of working that exists at Kolsquare is remarkable, I can see that it is effective, I have even applied it in my personal life.

I am especially proud of the data collection team, I remember that in crisis situations in data collection they always worked late and hard to keep up the pace.

If the question is asked, I would tell my relatives and friends that Kolsquare is a company that strives for excellence for the customers, but also for the team working on it.

Stéphanie Schoenahl - Product Manager

Since I joined Kolsquare, one of the things that I appreciate the most is team spirit!

Whoever the ideas come from, projects are shared in order to build the best solutions for our customers.

Kolsquarians are really open to changes, I proposed to optimize some processes and everyone was enthusiastic to try new ways of working to improve our quality and productivity.

There is no ego because we all serve a common goal!

We really are user-centric and every day our customers testify how our product simplified their daily work.

Being in the product team, it's the best feedback we can have, what a pleasure to confirm that we are useful and contribute to helping Brands and KOLs optimizing their collaboration.

Innovation is in our DNA and customers will be our allies in this continuous improvement process.

Maxime Modolo - Lead Front Developer / React

As a frontend developer, I am passionate about digital technology and digital communication,
which is why working in the influence marketing business and more specifically for Kolsquare was a perfect match !

Joining the team was the opportunity to bring my skills to grow in both parts. I love the confidence and freedom that is given to me in my daily tasks.

It is an important driver for innovative and creative work: Fail Fast and find the best solutions to a given problem.

Trying to learn more and more on my own and teach my team is a daily challenge, but it allows us to build mutual trust which is very important when working from home to get the best from each other when being distant.

I appreciate our culture and values and especially the "Be Responsible" core value because it helps us to grow outside of the professional space and become a better person through our daily actions.

Sebastien Koch - Quality Insurance

When I arrived at Kolsquare, I knew only the SSII world and I was quickly seduced by the proximity with the rest of the team.

What struck me at first was the way everyone was given the opportunity to speak up, share his mind and thoughts and be listened to, even by our CEO Quentin :D.

You can even ask every question that comes out of your mind, even the more obscure ones that are usually not answered, regarding the management of the company for instance.
For me, this transparency and communication value the team and is key to keep everyone involved in the company vision and objectives.

People at Kolsquare are eager to challenge themself and find new ways to do things in the most efficient ways possible. Continuous improvement is one of the main reasons why I chose a small structure like Kolsquare and I keep getting impressed everyday. The goals are clear, detailed and ambitious but achievable, and what I appreciate is that although the stakes are high, the company assures a good balance between private and professional life.
What I particularly like is the team I'm working everyday with. The Tech guys are passionate in what they do and also have the right

mindset to stay united and sharp even in complicated situations.

The whole team has the capability to deal with lots of subjects, sometimes out of their usual scope and succeed to keep delivering value to the application.
Finally, let's talk about our weekly fun camp at the Tech Team. It's a dedicated moment when all the Tech team stops working and spends time on the chosen game of the week, which could be a Perudo (a bidding game with dices where bluffing is vital to take the win) or the classical Among Us (survive or be sacrificed). Some do team building occasionally, we do it every week!

Gaël Stéphant - Data Collect Manager

The 27th July 2018 is the day before my wedding. I received a text message from the CTO :
"Happy wedding. Here is my present for you, a new job!"

I was a bit puzzled by this new opportunity, but it was not the right time to think about it, my mind was already full with the wedding.

A few days after, I took some time to discuss with Xavier. We discussed the business, the values and so on.

Over the course of the discussions, I finally decided to apply to the job.

Few years later, I still don't regret a bit joining Kolsquare.

I gained a place where I can share my thoughts to improve the company and those thoughts are well listened!

I gained colleagues that inspire me, on almost a daily basis!

I gained colleagues that care about others!

As a father now, I am so proud that Kolsquare contributed to the french parental acts. And I sincerely hope we continue to bring some pieces of improvements to society.