



WELLBEING AT MOBIVERY

1. Organisations involved

Mobivery



2. Description of the case

2.1. Introduction

Mobivery develops mobile applications (it was the first company to be recognised by Apple) and was named the best small or medium-sized employer in Spain in 2011. Mobivery employs around 45 people, of which around 75% are men from an engineering or other higher education background with an average age of 27.

Mobivery was set up in 2008 when the iPhone arrived in Spain. From an economic standpoint, this was not the best time to start a business, but Mobivery has persevered to make a place for itself in the mobile applications (apps) sector. Mobivery boasts an explosive mix of enthusiasm, ingenuity, motivation, boldness, and desire to succeed.

Since its inception, Mobivery has enjoyed a very good staff atmosphere. Like many successful start-ups, Mobivery grew at a rapid pace, and not always in an organised way.

2010 was a difficult year for Mobivery. The company decided to develop a new human resources policy, something that, at that time, barely existed. Management resolved to pursue a project of change; the company wanted to change its management style, to seek a new identity and to mature as a company.

This was a turning point in the history of Mobivery. The company has invested in training and adopted a methodology known as "Scrum"¹. Scrum is an agile method directed at project management. With this, a new corporate culture began to germinate; Scrum requires extensive collaboration among the various people involved in projects and encourages change management as a way of working, continuous improvement, flexibility and drive to learn.

Other questions were raised at that time: how to attract motivated people to come and work for Mobivery? How to improve productivity? How to be more flexible?

A switch was flicked and ideas began to emerge.

Since 2011, the Human Resources Department, renamed the "Happiness Team", has been working closely with every single member of the company. The goal is that every employee should come to work with a smile every day. This means understanding how employees think, what they need, what their concerns are, etc.

¹ <http://scrummethodology.com/>



Picture 1: Mobivery team when winning the Great Place to work award in 2011

2.2. *Aims*

The company starts from the principle that employees should know that the company cares about them, that their participation is crucial to the success of the company and that the Happiness Team aims to manage all activities intended to create a stable work environment that is healthy, safe, pleasant and motivating.

Mobivery considers that there are three basic principles for people management: freedom, transparency and trust.

2.3. *What was done, and how?*

As such, the company believes that welfare and happiness at work do not depend only on the salary. Working only for a salary does not make employees happy at work.

Happiness is seeing one's work come to successful fruition, being part of a social group, being free to manage and perform work independently, but it is also having a work-life balance that takes into

account personal life, children's school routine, relationships with colleagues and being recognised by the company for one's personality, as well as one's work...

For Mobivery, nothing is more important than having employees happy and proud of their company. 60% of people working in the company are "friends of" or "acquaintances of" the company, which confirms that the company is held in high esteem by its employees.

The company focuses on professional development for each employee. Mobivery does not speak of "human resources" but of people, and aims thereby to attract the brightest and the best to the company. In addition to remuneration, benefits and stimulating work, the company sees it as its role to provide the best possible environment for its employees to realise their potential in as productive a way as possible so that they will stay with the company for as long as possible.

These are examples of Mobivery wellbeing policy:

Flexible hours and holidays

The company offers a great deal of flexibility and freedom in working hours. For example, holidays are not controlled: one can choose when and for how long one goes on holiday. So long as targets are met, employees can choose which days they want off.

Working hours are flexible to enable employees to balance personal and professional life.

"Pyjama day" is an initiative launched by the development teams. Mobivery offices are open spaces where it is sometimes difficult to maintain concentration. It is therefore possible for employees to work from home for one day every two weeks. Productivity has doubled on these days.



Picture 2: Day where employees could come to work in disguise on that occasion in Pyjama disguise

Developers have also introduced a system called "Pomodoro": a fragment or fragments of time in the day during which a person cannot be disturbed. Workers can avoid spending time responding to emails, calls, questions from other colleagues, etc., so that they can concentrate solely on their work.

Transparency and communication

Transparency is another key pillar. The whole team is regularly informed of developments in the company. Each month, a meeting is held where results are presented along with current projects and the latest news.

Through various initiatives within the company, employees are encouraged to take responsibility for their work. Leaders always take into account the views of employees, their daily experiences and provide valuable information.

Office swapping

A cornerstone of the Happiness Team's outlook is that happiness at work is productive, even if it requires a small investment. Office swapping is proof thereof. Having three offices in three cities is not an obstacle for Mobivery, although this somewhat limits communication between team members.

Thus was born the idea of trading offices. The aim was to harmonise the work process, share initiatives implemented in other offices and, most importantly, meet with colleagues in other offices. It is common for some team members to travel to other cities and to take the opportunity to stop by the Mobivery office even if only to say hello. But in June 2011, the Happiness Team decided to go further by setting up official exchange offices.

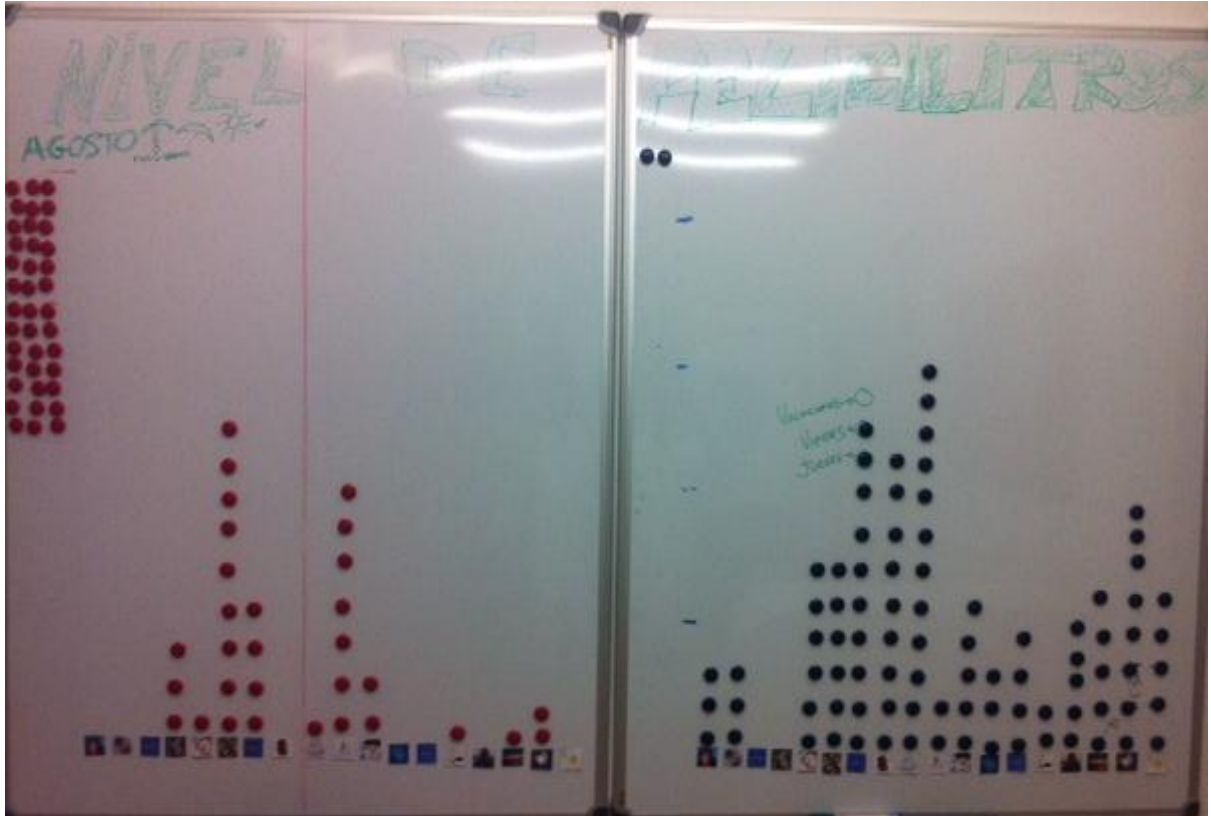
To test the initiative, two colleagues from Madrid and Barcelona took their suitcases and went to the Seville office for a week. The success of this experiment was such that the Happiness Team decided to repeat it, this time with a new feature: bringing together a development team that had never had a chance to meet before because of geographical distance. This experiment was conducted in March 2012 in Seville and was particularly well received.

Pastimes

To create a better atmosphere for employees, various initiatives have been put in place:

- Cooking competition, "today, you cook!":
Once a month, an employee in each office (Madrid, Seville, Barcelona) cooks for their colleagues. That way, employees spend time together, talk about their hobbies and the like... this initiative is popular with everyone and has even led to a little healthy competition between employees over who can cook the best!
- Library: books are available to employees who want them.
- Measuring happiness of workers: the company intend to measure the happiness of workers on a day to day basis, or rather, to be able to know when employees go through a bad time to act and help them. Although the working environment in Mobivery is good, there are always critical moments with colleagues, or with the implementation of a project, or with customers.

On a board are indicated all the avatars of the people working in the office. The left (red buttons) is when someone has had a bad day and on the right (blue buttons) is when someone has had a good day or is happy. At the end of the month, the happiest person makes a symbolic gift of a coca cola to the one that has been the less happy. In addition, employees can add comments on the board to express their feelings of discouragement or encouragement. At present, this idea is used by each office, but Mobivery would like to develop it so the whole company could see the state of happiness of all employees.



Picture 3: Board to measure happiness of employees

2.4. *What was achieved?*

- Mobivery received the first “Great Place to Work” prize in Spain in 2011 in the small or medium-sized enterprise category. This prize gives recognition to the best Spanish companies with between 20 and 49 employees.
- Mobivery totted up a score of 88% employee satisfaction, with an absence-from-work rate of just 0.8 %.

2.5. *Success factors*

Mobivery’s success is based on the fact that business goals are in line with the employee goals.

For a company to grow and be profitable, the most important factor is the work of individual members. And for this to work properly, people should feel comfortable in their work, come to work with high spirits, believing in the company and its project. In particular, it is important for employees to have someone other than their manager who looks after them, makes them aware of their importance in the business and is responsive to their needs.

2.6. *Further information*

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2.7. *Transferability*

What Mobivery has done can be replicated by any business with the will to do so.

It simply requires a corporate vision that recognises that staff is a business's most important resource. Companies that make employees understand their worth motivate them and get better productivity from them, which is particularly important for small businesses.

3. References, resources:

- <http://www.mobivery.com/>
- <http://www.mobivery.com/es/blog>