



Culture Book

2014-2015

We're still in the early innings of crowdfunding,
day one of a multi-decade transformation
in fact—but the world is beginning to see
glimpses of just how powerful this method
of pooling resources, discovering demand,
and collectively creating can become.

Tilt Culture

Company culture is defined as: “A way of thinking, behaving, or working that exists in a place or organization.”

Culture exists in a place—it is not imposed, contrived, or borrowed from somewhere else. Our culture is the unique combination of each and every one of our employee’s ways of thinking, behaving, and working. This book contains various employees’ perspectives on the Tilt culture and other defining characteristics. We hope this will remind you how awesome it is to do what we do with the people we do it with.



7 Core Values

1. Love Our Customers

Many companies say this—we push hard to mean it.

We are deeply grateful for each Tilter's trust in us and do not take this fragile relationship for granted.

Whether organizers or contributors, we listen closely to their needs and obsess over their happiness.

From product design, to smoothly functioning tech, to “surprise and delight” support, we start with customers' needs and work backwards to make our decisions. Every person in our company feels the joy of a happy Tilter, and we swarm after the sting of mistakes to prevent future ones.

2. Speed Is Survival

If we act slowly, we will miss a window to shape history.

So we continuously challenge ourselves with the question: Are we moving fast enough? We are driven by the excitement of winning the hearts and minds of potential Tilters everywhere. We are on the offense, striving to attain and not maintain. We are nimble. “Done” is better than “perfect”, so we like to *Get Shit Done*.

3. Keep It Simple

In relationships, business, products, and life, people are drawn to simplicity. Our customers must be drawn to the simplicity and elegance of our solutions. We must be simplifiers in their lives. And even though high-growth businesses such as ours can become quite complicated, we internally push hard to simplify our initiatives. Simplicity is power, so... Simplify. Simplify. Simplify.

4. Raise the Bar

We will succeed in our mission only if we are exceptional in what we do. After all, we are trying to unlock human potential—that is ambitious. We have no choice but to aim very high in our standards. Average simply won't cut it. Delivering an exceptional experience to our customers means having a strong sense of quality, reaching high in everything that supports that end goal: product, team, culture, marketing, and support. Our sense of pride in our work helps make this second nature.

5. Think Like an Owner

Everyone at Tilt feels personal responsibility for our success. Ownership means fixing things when no one is looking—it's not “someone else's” problem. It's naturally wanting to protect the company, whether being frugal and resourceful with the company's finite resources or raising your hand confidently to alert the team when you're concerned. It's personally feeling the responsibility to innovate, to improve, to solve, and to find the answers. Ownership means you follow-through and that you deliver results.

6. The Golden Rule is Gold

It's pretty simple: treat others as you would want to be treated. This is true for both customers and colleagues.

No matter the situation, every interaction is a chance to live and practice this powerfully simple credo that has stood the test of time. Respect, openness, over-communication, integrity, courage, humility.

We are allergic to drama and passivity because those qualities indicate you put yourself above the team around you. Confront colleagues directly with issues. Speak up and be honest about disagreements, but commit fully and honestly to the agreed-upon solutions. Protect our culture by never compromising on these behaviors.

7. Relentless Execution

We understand that time is the most valuable and scarce resource we have. We therefore commit to relentless execution once a decision is made. This allows us to test an assumption as quickly as possible and fail fast when we're wrong. Executing with lackluster commitment— or having too many discussions around how to execute— does not support fast learning. We will be thoughtful in our planning and relentless in our execution.

Our Mission

Tilt's mission is to power the collective creation of the world. From the seemingly trivial to the powerfully consequential, we're putting a new form of collective muscle in everyone's pockets, within everyone's reach, with Tilt.

From what you're doing with friends on a Friday night, to increasing the safety of your neighborhood, from the improvement of the park in your community to the creation of a brand new product through our platform — it is creation on a collective and cooperative scale that has never existed before.

Virtues of a Good Team Member

Positive

Negativity is toxic in a startup.

No Drama

Someone who puts the team's goals above petty problems.

Aggressive

We need attainers not maintainers.

Not Afraid to Fail

Failure is a form of learning.

Resourceful

Do more with less.

Bar Raiser

Award Winners

This award is given to individuals who went above and beyond the call of duty to surprise and delight our co-workers and/or customers.



Al Newkirk



Annie Jacobsen



Brad Dubs



Brian Racer



Bryon Vandiver



Charlie Nowacek



Dan Schmidt



Dave Marr



Enrique Santos



Gabriel Laden



John Isturiz



Jordan Leu



Kacey Bayles Ofsevit



Kent Fenwick



Mary Yap



Matt King



Matt LeBel



Matt Williams



Mike Duboe



Natassia Costa



Naveed Massjouni



Nick Fellows



Rayanne Langdon



Renee Robinson



Samantha Cousin



Sarah Stockdale



Tanner Smith



Will McQuain

Just Do It

Award Winners

This award is given to those who take initiative to innovate or improve our business without asking for permission. Success is not required (but certainly welcomed), as long as you display that you have thought through the ramifications of your effort. This award is inspired by the saying “leadership is doing what is right when no one is watching”.



Ajay Mehta



Dan Schmidt



Dave King



Henry Liu



Kent Fenwick



Marek Zareba



Mary Yap



Matt King



Matt LeBel



Sam Wyman



Tiffany Yang

Our Culture



Tilt for me is all about balance and the true realization of potential.

It's about empowering everything from communities, non-profits, and niche groups while focusing and doubling down to power our business and major growth engines. Chipping in to tilt awesome trips and events, but also taking the time to work our asses off, Get Shit Done™, and enter (and reinvent!) new markets.

We kick off hackathons, give great tech talks, and experiment with new and incredible technologies when we have time, but we also have an unparalleled LASER focus on moving forward no matter what. Let's keep on *tilting* everyone!

Ali Anari
aka Atari



The Tilt culture is like your best friend. It's devoid of ego and filled with positivity. It's simultaneously supportive and brutally honest. Most importantly, it's filled with fun, laughter, and thoughtful conversations.

It's also constantly evolving. If you prefer rigidity, structure, and process, you'll get chewed up and (politely) spit out. After all, we're a startup and "change" is synonymous with progress. If you like exploring uncharted territory, then you'll love working at Tilt.



Brad Dubs
aka B-Dubs



A few words come to mind about the Tilt culture:

OWNERSHIP / Everyone here thinks like an owner.

This means doing the right thing when nobody is looking and stepping outside of one's immediate domain when it will improve the business. Along with this comes a high level of **TRUST** in others executing whatever they own.

HUSTLE / We all go above and beyond for our users, even if that means doing things that don't scale.

We know that speed is survival, so we work as efficiently as possible to get the job done, with a "done is better than perfect" mindset.

SOCIAL / We're building a social product that is based upon the belief that group experiences are the peak of human existence. In the same vein, we are all friends above colleagues and find joy in hanging out with one another :)

DIRECT / Since we are all friends and operate with a high level of trust, we can be entirely direct with each other. Feedback is essential to move fast and survive as a startup, and we dish it out to each other—all in the spirit of continuous improvement.

LOVE / We love what we do. This love makes its way into the product that we build, the communication that we send to users, and the energy we put into our work day in and day out.



Mike Duboe
aka Deez

What I love the most about Tilt is everyone is always doing cool things in and out of the office. From organizing trips to Vegas, hanging out at Tea with Strangers, networking at CES, hiring Man-Servants for a 30th birthday party to relaxing with office massages...the list goes on and on. Everyone is inspired to be a better person, make the people around them better, and even go beyond that to make their mark on life. I'm excited to be a part of that type of culture.

Anonymous



**Simply put, I get to do my
best work here and I can't
think of anything else that
I would rather be doing.**

I love the autonomy I am given, the constant learning in order to figure out something new, and the feeling of belonging to something pretty amazing. A month here definitely equals to 3 or 4 months of learning at a typical "job".

Most importantly, I love the people I get to work with every single day and count many here among my best friends. Everyone is so humble, nice, and incredibly smart.



Marek Zareba
aka Dirk Nowitzki

Seeing Tilt save businesses from bankruptcy, mend broken lives, and provide amazing opportunities to positively change and push forth society is what drives me. Seeing amazing new technologies and initiatives come alive and seeing that community drive them shows me a clear example of how our product is imbued with the Tiltonian Spirit, one where together, making amazing things happen is not only possible, but necessary.



Mohamed El-Kazaz
aka Zaz Man

**To me, Tilt's culture means
respect for our teammates,
as we all come from different
backgrounds and experiences.
We're all-in together,
learning, making mistakes
as we figure it out.**

Anonymous





My answer to this question began by writing down the first four characteristics that came to mind when I contemplated the people who work at Tilt. From those characteristics, this sentence was born: 'Professional badasses who put egos aside to get shit done.' In short, there's really no other place I've worked where the people have such talent combined with such humility. Though at times it can seem a lot of feedback is thrown around, the reality is that people care so much about the company's future that everyone is constantly pushing each other to do their best.



The other key component to our culture is trust. There is an immense amount of trust at Tilt—trust that we’re hiring the right people, trust that everyone is doing the best of their abilities to ensure we grow, trust that management is steering us in the right direction. Because of this trust, I feel compelled to do my best day in and day out.

Lastly, I love that we remember to have fun. Whether it’s a company retreat, happy hour, or just throwing back a couple fireball shots on a Thursday night—everyone embraces the essential balance of working hard and playing hard. Now if we could just find that GoPro footage of Jackson’s night at the MontBleu in Tahoe...



Tanner “Word” Smith

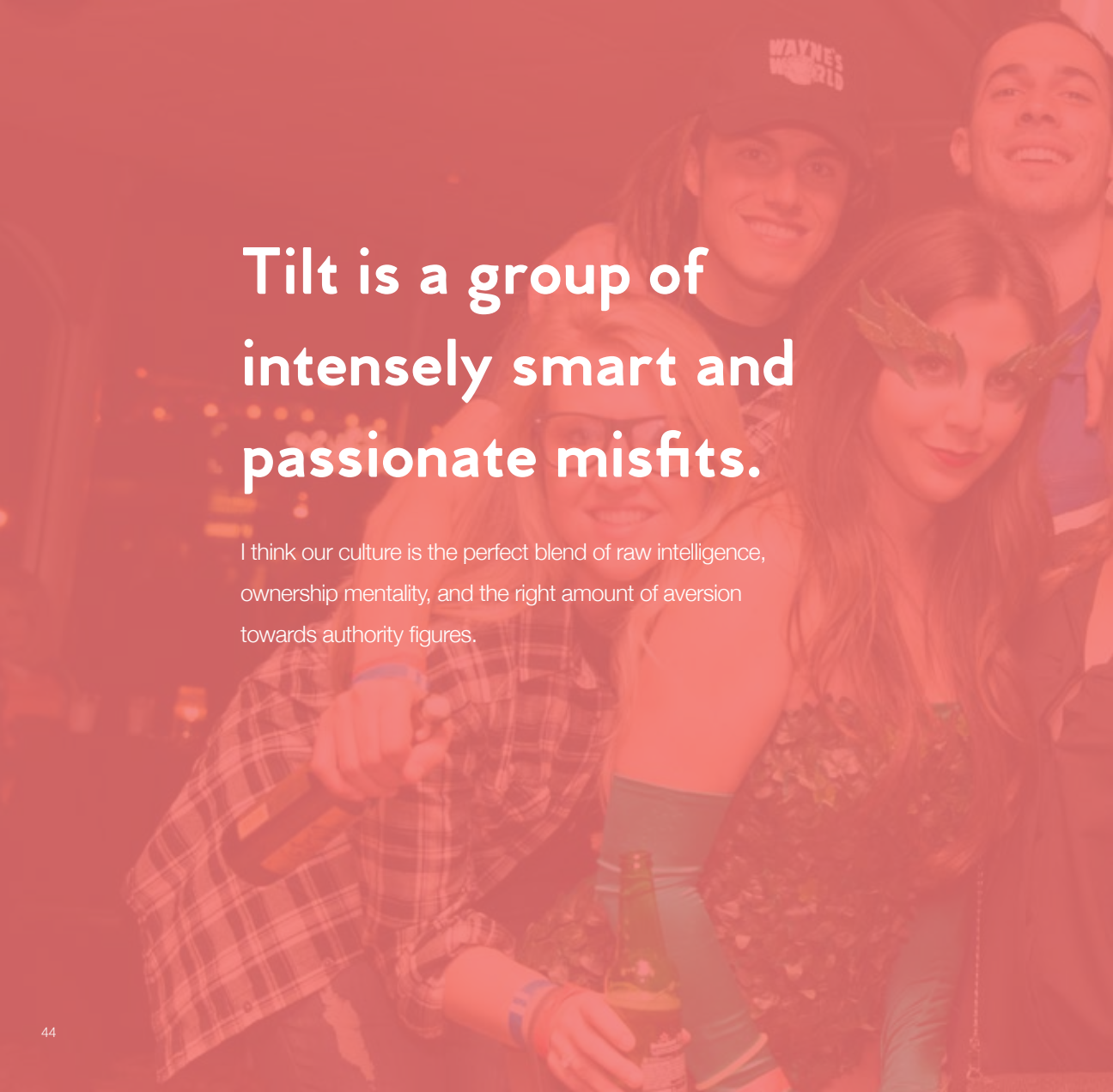
Tilt's culture is about growth and development on both a personal level and for our enterprising company. It revolves around balancing individual ownership with team collaboration, keeping it simple while surprising and delighting our Tilters, and appreciating the magic that happens when we empower groups to come together and make something happen.

Throughout my time at Tilt, I've learned so much and have formed very strong bonds with my teammates. I'm incredibly lucky to work alongside such passionate and dedicated people each day and to call them my friends as well as my colleagues. We celebrate each other's successes and support one another while dusting off our failures.

The Tilt
Family is my
home away
from home.



Kacey Bayles Ofsevit
aka Kay Bay Bay



Tilt is a group of intensely smart and passionate misfits.

I think our culture is the perfect blend of raw intelligence, ownership mentality, and the right amount of aversion towards authority figures.

It's a group of people who would probably be fired at most large companies for caring too much about users, obsessing too much about the details of a product, and accepting nothing less than moving at a blistering pace :)

Tons of former founders and future founders. I have no doubt that Tilt will spawn many great companies in addition to the lifelong friendships that have formed between the people I work alongside each day.



Matt "Taco" LeBel

Every day, I get to go to work with exceedingly smart, driven, GOOD people to solve the big technical challenges that arise as a result of having a product that truly is important in this world.

Matt Williams
aka Magoo



Tilt culture may be summed up in a single word: “Driven”.


We all strive to be the best at what we do!

Everyone here at Tilt is at the top of their game, so we are encouraged to learn each and every day to become better at what we do and better people. Tilt is a great place to work!

The food is awesome too!




Anonymous



When I first joined Tilt, everyone was incredibly positive, genuine, and welcoming. I thought for sure something was in the water, Keurig machine, or kegerator—or maybe all the employees had been instructed to be extra happy and nice to “the new guy”. Either way, I waited for the bomb to drop, but it never did. I’ve since come to learn that’s just how everyone is every day!

We don’t sell shoes (though individuals can through Sell Something and companies like Nike can through Tilt/PRO); instead, we empower people to come together and make positive change and memories



using their collective, group wallet.
The product defines a lot about our culture
because we often do epic things together.

Whenever I tell others about the
Tilt culture, I sum it by stating that
we have (1) amazing people, (2) a fun,
efficient, and effective process which
(3) powers a great product.



Michael Rihani
aka Mr. Happy

As someone who is just coming out of college, I probably don't know a lot about comparing one company culture to another. What I can say with absolute certainty are two things: how welcome everyone has made me feel here, and how driven each and every person is—even at first glance. Which brings me to my best shot at assessing Tilt's company culture: work hard, play hard, and make something happen.


The Tiltonians will work with ferocity and determination but are still able to present themselves with a laid-back, Californian demeanor. They will work late into the night some days and then host a bonfire or go bar hopping on others. Most importantly, there is a strong sense of

community here. Even though the team can get heads-down some of the time, they also make time to help a colleague as soon as they can. Tilt is about getting out there and getting things done with friends, family, and your community around you. The culture at Tilt is about doing exactly that—both inside and outside of the office. We at Tilt practice what we preach and make it happen.

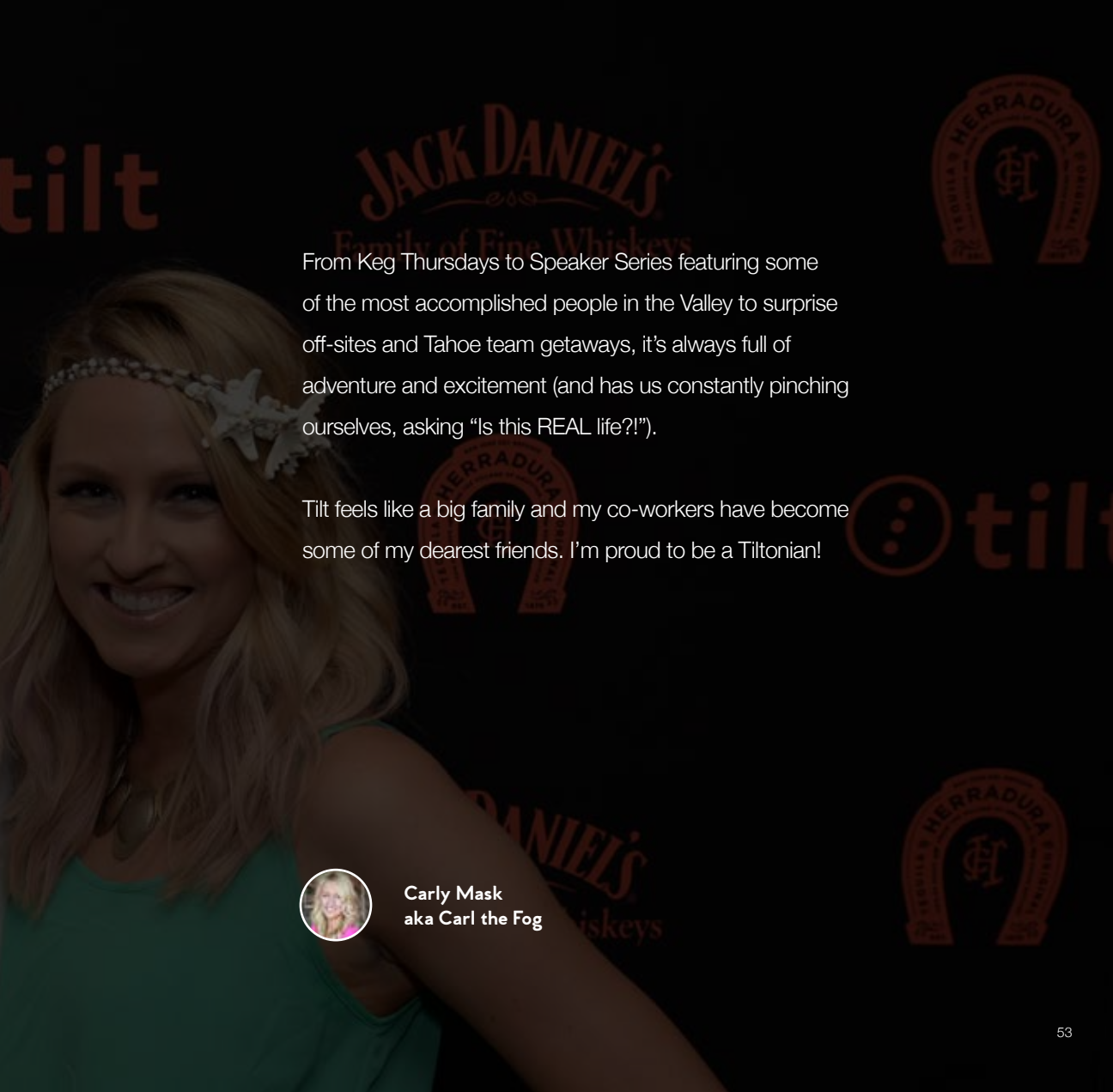
#TiltTheWorld



Grant Adams
aka G-Man

A person wearing a red hoodie is looking towards a white chef's hat. The background is dark with some faint, illegible text and a circular icon with three dots.

**The culture at Tilt is
extremely special.
It's like no other space,
place, or work environment
I've ever experienced.
It's humble, hardworking,
inspiring, and fun.**



From Keg Thursdays to Speaker Series featuring some of the most accomplished people in the Valley to surprise off-sites and Tahoe team getaways, it's always full of adventure and excitement (and has us constantly pinching ourselves, asking "Is this REAL life?!").

Tilt feels like a big family and my co-workers have become some of my dearest friends. I'm proud to be a Tiltonian!



Carly Mask
aka Carl the Fog

Tilt is a really, really open place. It sounds like a small thing, but it's actually a massive difference relative to most companies. All companies (if they're smart) will preach openness, but few really live and breathe it. It's not pervasive the way it is at Tilt. Open means that differences of opinion are welcomed. New ideas are encouraged. Scrapping something and starting anew is commonplace. None of it is out of the ordinary and that's what being truly open means.

Tim "Hortons" Ryan



I've been working at Tilt for one year now and one of my favorite things about this company is the team and the people I get to work with every day. I feel like the Tilt family is a group of people who are great colleagues and awesome at their jobs, but also my friends that I enjoy spending time with each day. We're all working together to build something pretty awesome, and it's great being able to call everyone here a friend.



Brianna Haag
aka Ms. Marina

Tilt's culture is based on a commitment to excellence.

There are many things that come together to create the culture, but above all, it is the belief that we will all excel together when we do our best work. People constantly encourage each other to do their best work in every moment and every day. From this philosophy, the belief is born that as we stack good days on top of good days, we will reach our lofty goals.

The goals are set ambitiously here in order to convey clear expectations for outstanding performance. A culture of attaining those goals has taken root and serves as the enduring bedrock of what will make this company a success.



Anonymous

Tilt's culture has been fascinating to watch over the last year. Everyone is brilliant in their own right, but we all come from such a diverse set of backgrounds and experiences.

Besides being ridiculously nice, I personally love our team because we've all come together to build something beautiful with a high probability of creating meaningful change across all people.

Anonymous




Tilt has a culture that at first glance seemed too good to be true.

Everyone is smart, dedicated, committed, and are truly some of the kindest people I have every met. Then the more time you spend around the founders, the team leads, and the Tilters who have been there a long time you understand why. It all comes down to loving your people and being relentless about who we hire. Everyone adds to the team, no one has drama, we are encouraged to think like owners... it's the best company I have ever worked for.



Kent Fenwick
aka **Kent Stop, Won't Stop**



**From the minute
I stepped into the
Tilt office, I felt the
enthusiasm and pride
the team had in
the product they
were building.**

The drive the team has is incomparable, and as soon as I started talking to people, I knew I wanted to be a part of this company.

I have been here close to two years and seen many changes in the product, leadership, and growth of the team, but the passion and camaraderie have never wavered. Everyone is so willing to support each other, both inside and outside the office, and I feel so lucky that I get to work with such amazing people every day.



Samantha Cousin
aka Girl Sam

From the beginning, Tilt was a small, cohesive startup that had its own group identity with a set of defined core principles. But it takes some time to accumulate shared experiences, as well as the social growth by addition of new team members, to make something of an authentic culture.

At first glance, perhaps, the company culture seems staged as a 2010's internet startup, with an open-floor quirky warehouse office, chia seed drinks, and Sonos music; there's a lot of clichés to be found. But the people who work here are all very happy, communicate well, and do good work.

At Tilt, we are able to work on what we think is important and care about most to make our goals. This improves morale and personal growth is a natural side-effect of being in a healthy environment. Success also builds confidence and good humor. And then the end-result is something that is real, an ongoing feeling of we're all in this together.

To a large extent, our own product, the Tilt crowdfunding platform, also unites the company and provides cultural opportunity. We're always contributing to each other's tilt pages to pool money to buy things or throw creative, well-planned events. That make us want to build our product feature set even more.



Gabriel Laden
aka Margaritaville

To me, Tilt's culture is the community and energy derived from the mission and the product that we are building.

We are working towards something very powerful, a technology that is bringing our users together to form memories that will stay with them for the rest of their lives. I think it's hard to underestimate the strength of that end

goal, and it is something that draws an unusual amount of energy to what we do.

Our company brings together some of the most talented and passionate individuals, all driving towards a common mission. People are kind and respectful, have built a community that rests on pride for what we do, and trust for one another.

I think there are very few companies like Tilt out there—where employees share a sense of unity around a product and an end goal, but perhaps even most importantly, truly love what they are doing.



Sam Baker
aka Tony Perkis

A woman with long dark hair is sitting on a large, dark rock in the foreground, looking out over a body of water towards a sunset. The sky is a warm, orange glow, and the water reflects the light. In the distance, there are silhouettes of trees and a bridge. The overall mood is peaceful and contemplative.

**Best people.
Best perks.
Best product!**

Tilt is a great company to work for and the culture is scrappy yet classy and productive...all at the same time. The core values that Tilt instills in all of its employees help to create and maintain the ideal culture: respect, openness, open communication, integrity, courage, and humility.

The culture encourages employees to act like an owner with everything they do and maintain a high bar for each other. Tilt is a work hard, play hard environment. Tilters are passionate about the product they support and truly love their customers. At the end of the day we are one big Tilt family that is striving to engage consumers with our product and make a difference in the world when it comes to pooling funds.



Annie Jacobsen
aka **Seapora**

Tilt's culture is both as fun as it gets and as serious as it gets. Time and care is put into growing this team so everyone is super smart, willing to do the biggest and the smallest things, and we like each other lots.

There are a lot of on-paper things that make our culture awesome, like unlimited vacation, catered meals, that sweet-ass trip at one year. But unlike other companies that throw material things at you to make you stay, it doesn't feel forced or fake. It just is, and it's the bonus to getting to work on amazing projects, with cool people, and for people making shit happen.

We all believe in Tilt's vision and treat the product as our own. Decisions are fought for and made in our customers' best interests. I'm proud to work at Tilt. I'm proud to tell people about the platform. And I'm proud that I help our users every day. We done good.



Rayanne Langdon
aka Ray-Ray

Every single person at Tilt is super passionate, brilliant, and hard-working. Everyone. Even so, the most striking thing about the culture is that all these people are also humble and kind.

This spirit of humility creates an atmosphere where decisions, debate, and ideas flow freely in every conversation about our product and users. Meetings can end in a conference room only to be seamlessly picked up at a nearby bar or on a party bus to Napa.

The intelligence of every team combined with the kindness of every person allows for a level of trust and accountability

which I have never experienced in any other group.
Good ideas are encouraged with immediate freedom to execute and autonomy to explore. When we fail, the only consequence is a shared resolve to work smarter together.

People used to ask me how my job was going before I worked at Tilt and I'd say, "Oh, good! Fine." I just assumed no one actually liked their job and so it didn't really matter. Tilt is the first place I've ever worked where I truly and honestly love my job.

The people. The office. The food. The trips. The product.
The vision. The leadership. The users. The stories.
The epic tilts! ...but mostly the people. Tilt is the greatest.



Anonymous

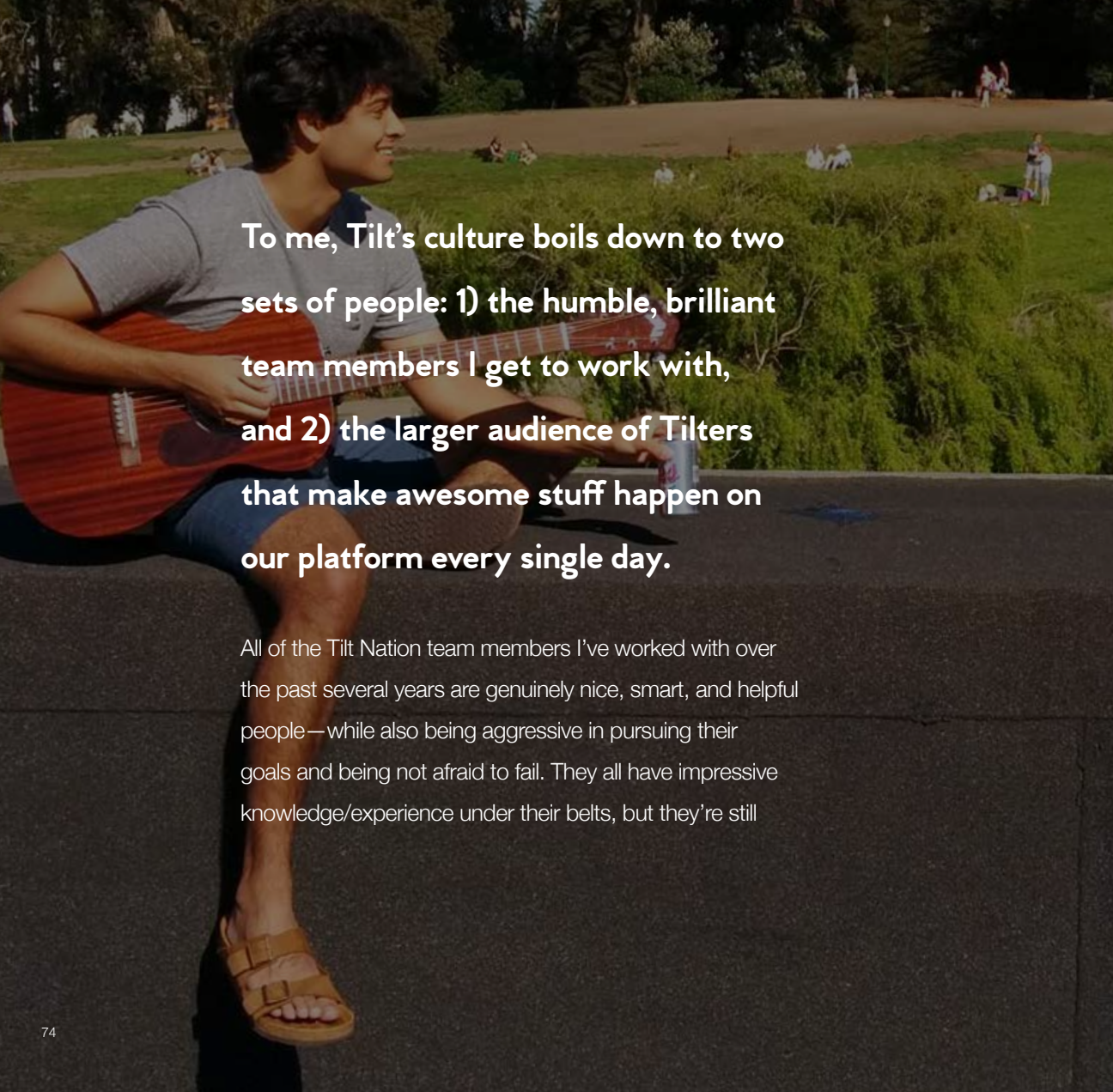
Although I've only been
with Tilt for a month,
I feel lucky to join a culture like
Tilt's. It has been unbelievably
refreshing compared to the more
corporate background that
I came from.

Everyone busts his or her ass to GSD because we are building a brand and product that everyone under this roof believes in—which is so unique and inspiring. I also love the ownership that everyone takes in not only his or her personal work, but also that of the entire team.

I have yet to encounter someone too busy to answer a quick question or offer to lend a helping hand. Everyone knows the vision of the company and does their part to help make that vision a reality.

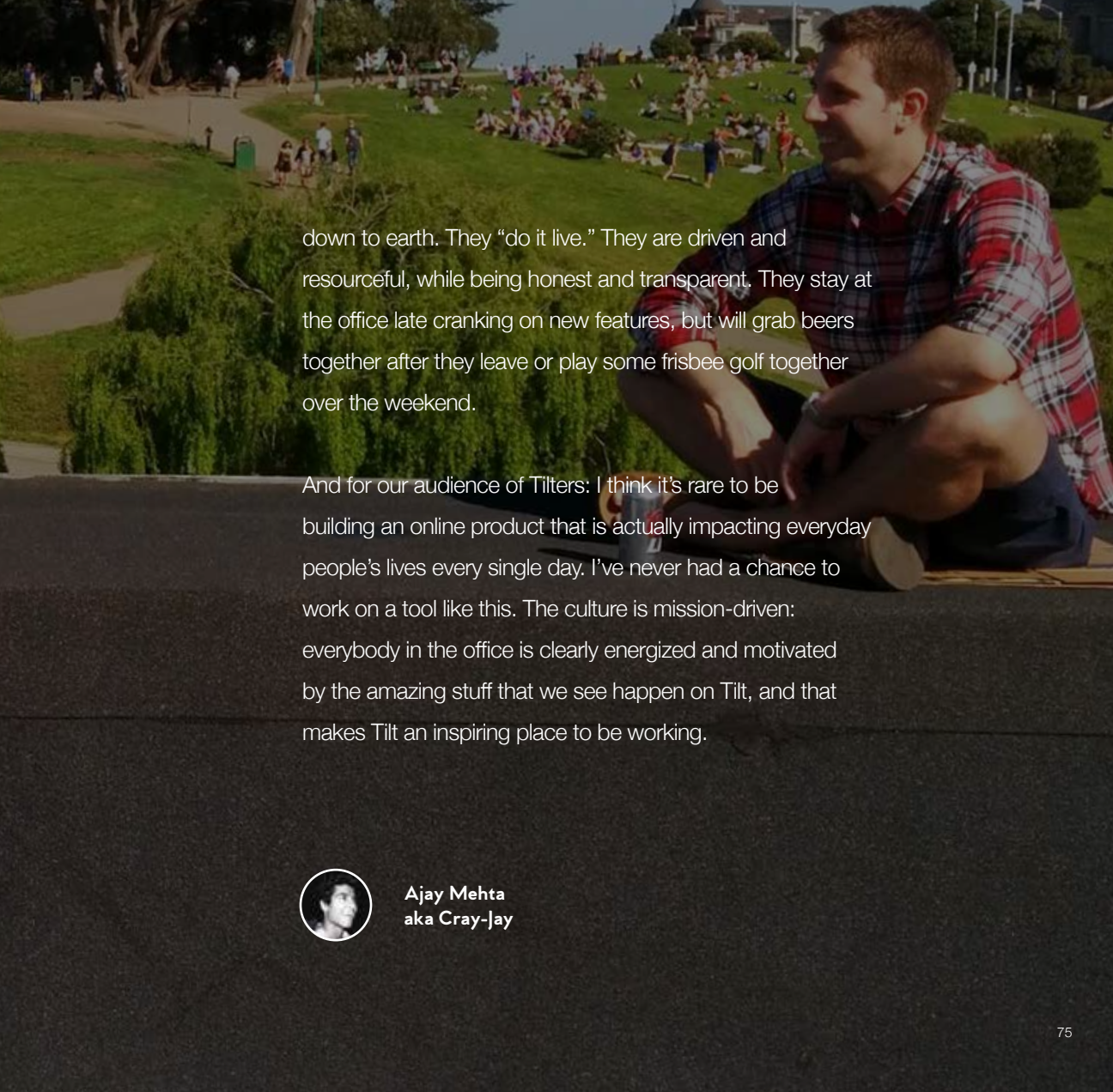


Chris Kalamchi
aka Kalambam



To me, Tilt's culture boils down to two sets of people: 1) the humble, brilliant team members I get to work with, and 2) the larger audience of Tilters that make awesome stuff happen on our platform every single day.

All of the Tilt Nation team members I've worked with over the past several years are genuinely nice, smart, and helpful people—while also being aggressive in pursuing their goals and being not afraid to fail. They all have impressive knowledge/experience under their belts, but they're still



down to earth. They “do it live.” They are driven and resourceful, while being honest and transparent. They stay at the office late cranking on new features, but will grab beers together after they leave or play some frisbee golf together over the weekend.

And for our audience of Tilters: I think it’s rare to be building an online product that is actually impacting everyday people’s lives every single day. I’ve never had a chance to work on a tool like this. The culture is mission-driven: everybody in the office is clearly energized and motivated by the amazing stuff that we see happen on Tilt, and that makes Tilt an inspiring place to be working.



Ajay Mehta
aka Cray-Jay

**There is so much to
love about our culture.
What I love most is
that we have a culture
defined by the people
that work here.**

We do not have a culture I see some places of “ninja-rock-stars” that feels contrived to appeal to others outside the company. We have a culture built on hard-working, smart people coming together for a once in a lifetime opportunity.

I love that our product brings us closer—from helping each other in times of need to social experiences, we give to each other through work and through Tilt itself.



Gabe Westmaas
aka Honest Gabe

product, etc. We even reward mistakes because it empowers individuals to make bold moves and learn from these mistakes.

Every team at Tilt has a direct impact on our customers and the growth of the company. The challenges that we run into evolve as our products evolve, which presents a great opportunity to learn and apply the lessons that we learned.

Simply put...I get extremely motivated by continuously learning something new and gaining wisdom. Tilt creates the environment for me to have just that.



Khaled Hussein
aka DJ Khaled



data nerd.

tilt

MAUI



OPPORTUNITY

is missed by most people.

· BECAUSE *it* IS ·

Dressed in
OVERALLS

|| & || LOOKS
Like ||

WORK

**the experiences we share
with the people we love are
the peak of human exis-
tence**

Culture Boo