

# Survival guide for Odooers



You'll have the freedom to be awesome.  
But we expect you to transform the company



odoo



# Welcome Aboard!

Congratulations, you have finally landed a new job! No more painful interviews, no more psychological tests from HR people, no more boring companies to visit...

*challenges*

Actually, your ~~point~~ are just starting!

Let's be honest, working at Odoo is not easy; we are not perfect. We evolve so fast that we often break things, we challenge the status quo, and everyone has to bear real responsibilities.



That being said, Odoo might be the best working experience you'll ever have. People here do not wear suits<sup>1</sup>, they value intelligence over hierarchy, they are free to be themselves, they argue with each other because they care. They transform our company, and our company transforms the market!

It's not easy, but it's fun. At Odoo, you will evolve faster than in any other company. Whether it's for a sales, consultant or developer's job, you will gain 5 years worth of experience within 1 year at Odoo.

As a company, Odoo is unique: no legal department, no buying process, no budget, anyone's decision does not require approval, etc. We focus on what matters, avoiding the usual corporate hassle. We value common sense, autonomy & responsibilities, more than processes and control.

At first, you'll need to adapt to this environment, but we hope that our openness will make you feel at home quickly.

Welcome aboard.

*Fabien*

1. You might find a few suits in the sales departments though. You don't sign a contract with a customer wearing a t-shirt and flip-flops, right?



SHOT



81

adidas

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A purple banner is the central focus, featuring the Odoo logo in large white letters. Below the logo, the text 'Grow Your Business With Odoo Apps' is written in a smaller white font. The banner is set against a background of a modern glass-walled building. In the lower right, a few people are visible near the entrance, and another smaller banner is partially seen.

**Odoo**

Grow Your Business With Odoo Apps



# Getting Started

“

*Do you work for Odoo, or are you a volunteer?*

”

— Website visitor on the Live Chat

# Your first days

HELLO!

So, you've just arrived at Odoo wearing a slick new outfit and you notice people wearing shorts and t-shirts<sup>2</sup>. Welcome to Odoo!

You'll get a quick tour of the company (you'll meet our Grumpy, Doc, Sleepy, Dopey, etc.) before (or after) starting a **2-week training on the product**. You'll learn this through the eLearning platform<sup>3</sup> by creating your own database<sup>4</sup> and by having fun with our business game<sup>5</sup>. At the end of the training, you'll have to **take the certification** to assess your level. (We want to make sure you're cooked medium before throwing you in the Odoo den!)

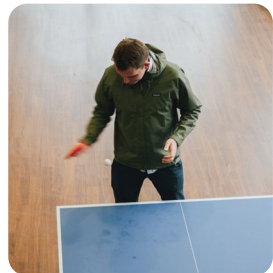
After the training, **you'll join your team and a coach will train you** on your future responsibilities and define your objectives for the weeks to come.

Your first challenge will be to learn quickly; learn the product, get to know your colleagues, how the company is run, etc. The key to succeed in this mission is to ask! Ask for help, don't be afraid, the more you ask, the faster you will evolve (and soon the student will surpass the master).

Be curious. Try new things.

For help you'll ask, and the Force will be with you.

Always.



2. In the summer only, or the whole year in SF. But in India, never, even though it's very hot.

3. [www.odoo.com/learn](http://www.odoo.com/learn)

4. [www.odoo.com/trial](http://www.odoo.com/trial)

5. [www.odoo.com/scaleup](http://www.odoo.com/scaleup)



# Our **culture** and values



Two documents will help you understand how we think and act:

1. The Odoo Culture<sup>6</sup>
2. How we train managers<sup>7</sup>

## Open Source

Odoo strives to be **one of the top Open Source contributors** worldwide. We think that knowledge should be free, making code available to developing countries is awesome, and working with communities is rewarding and instructive.

Open Source is a great development model! But it's not a business model<sup>8</sup>. To build a sustainable solution, we use an **open-core business model**, based on two products:

1. **Odoo Community**, our open-source product that covers most management needs: CRM, Sales, Invoicing, MRP, Website, etc.
2. **Odoo Enterprise**, a subscription to get extra features (Accounting, Studio, Timesheet, etc) and services (upgrades, support, Odoo.sh).

We designed Odoo Enterprise to be a set of extra modules on top of Odoo Community. That way, the only way to improve the Enterprise edition is to improve the Community one.

As a result, Odoo Community benefits from the massive investments we make to improve Odoo Enterprise, and Odoo Enterprise can leverage the visibility created by millions of free users... a virtuous circle!

When we have to do a trade-off between business decisions and open source contributions, we always try to be fair and keep a good balance between both.

6. [www.odoo.com/odoo-culture](http://www.odoo.com/odoo-culture)

7. [www.odoo.com/team-leader](http://www.odoo.com/team-leader)

8. [www.odoo.com/community-enterprise](http://www.odoo.com/community-enterprise)

## Why do we do Odoo?<sup>9</sup>

**Companies are inefficient. Employees struggle** with repetitive tasks, overloaded mailboxes, and administrative jobs that could have been automated. Accessing information and adding data through painful processes can be a real waste of time.

Can you imagine a carpenter without his tools? That would make him the worst carpenter in the world. And he would quickly get frustrated by his inefficiency, to the point that he might not like his job anymore.

Yet, most **SMEs don't have the right tools for their employees.** Because they can't afford it, or because they don't know it's feasible. So people just learn to live with their issues. Or even worse, they don't even see the issues anymore.

But this system has a cost; depression at work is reaching a sky-high level. People want to be useful and contribute, but they are stuck in complex corporate processes. As a result, they get bored or overloaded by stupid details.

**This is the problem we want to fix.** And it's not easy.

SAP and Microsoft invested billions into the SME market and they failed. Only 15% of SMEs are equipped with integrated management software and most of them are not happy with their solution.

The challenge is so big that we need everyone to contribute and move forward in the same direction: to build this software and a service that nobody has yet succeeded in creating. We don't have the luxury to get distracted.

<sup>9</sup>. The title should be 'What is the purpose of Odoo?' but we like the sound of this one!

# What principles should drive your decisions?



## 1. Build for the long term

Invest time into things we can capitalize on and avoid spending time on one-shot actions. It's ok to sacrifice short-term needs for long-term benefits, and think of the big picture.

## 2. Focus on users

We focus on continuously improving the user experience. The user drives most of our decisions (not the buyers, the shareholders, the willingness to get leads or anything else).



## 3. Execute faster

By doing less, we focus on what matters. We are able to say 'no' to things most companies couldn't say no to.

## 4. It's okay to fail

The best way to learn is to try. We want to be disruptive and disruption means embracing failure. Managers try not to assign blame for failure, but instead help recover from mistakes.



## 5. Keep things simple

As we grow, there is a dark force that pulls us towards more complexity, more processes, and less autonomy... Fight it!

## 6. Invest in our people

Quality people = Quality working environment. Invest in your people, nurture your teams, build a connected community, and employees will invest back in your success.



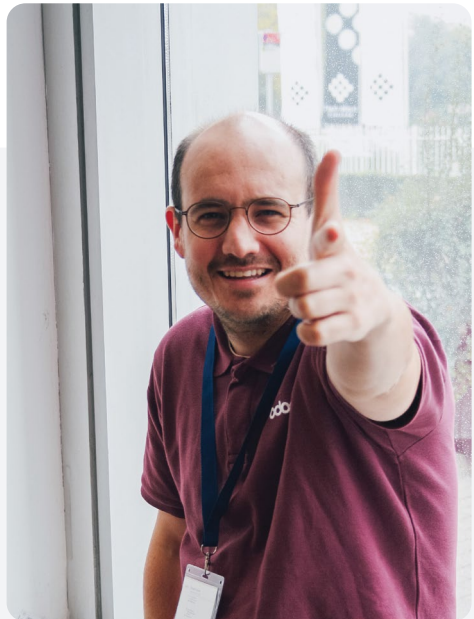
**Odoo's real strength is our people!** Odoo is full of smart people with whom you will learn quickly thanks to a friendly and open environment.

In terms of working environment, we value:

- **Autonomy:** We expect you to be autonomous and to take initiative, we give more flexibility to think and we accept when people don't agree with management initiatives;
- **Evolution:** Learn fast and improve your skills;
- **Responsibilities:** We expect everyone to take complete responsibility, even for issues that are not related to them directly.

As a result of this extreme autonomy, you might see weird scenes between people at Odoo; people shouting at each other because they disagree on a solution, people challenging what managers ask for, etc. This is the result of having people who care about what they do and what their company stands for.

We think it's great. People here have the freedom to be themselves.





# Are you ready to decide?



To help you apply our culture in day-to-day decisions, here is a small quiz to assess if you are ready to make the right decisions.



## Question 1

It takes around 3 months to be comfortable with the Odoo product, and a year to be an expert. When should newly hired salespeople do their first solo demo?

- Within the first month
- After 3 months
- After 6 months

## Question 2

Should we do a monthly newsletter explaining the new features?

- Yes
- No

## Question 3

Which one of these deals is better?

- A 300€ / month subscription, plus 10,000€ of custom developments
- A 700€ / month subscription, but no fixed fee



### Question 4

Let's say you are in charge of launching our new website.

**What should you do?**

- Develop all features with top-notch quality, and release in 6 months
- Do fewer features (e.g. sacrifice multiple languages & job pages) to release in 3 months
- Do less quality (e.g. not designed by a pro), but release in 3 months with all features.

### Question 5

Our marketing team has come up with some good ideas to launch: radio ads, eLearning platform, design brochures for exhibitions, training materials for universities, Google Adwords, etc.

**What should be our priorities?**

### Question 6

We have a direct service where we serve clients ourselves and a channel of partners who offer local services to customers.

**How should we segment customers according to the channel?**

- Large projects for Odoo, the small ones for partners
- Large projects for partners, the small ones for Odoo



# Answers

## Question 1

### **1 – Within the first month.**

There is no better way to learn than practicing. We are ok with taking the risk of a wrong sales pitch (**Art 4: It's ok to fail**), in order to expedite employee's learning. (**Art 6: People's evolution**).

## Question 2

### **2– No.**

Newsletters are a "one-shot" action; it's useful when it's sent but the news will probably be deprecated in 3 months. So, we prefer to invest in writing content that stays relevant in the long term like product documentation, and the elearning platform. (**Art 1: Long term**).

## Question 3

### **2 – A 700€ / month subscription, but no fixed fee.**

Our salespeople have a higher commission rate on monthly recurring revenue (MRR) than non-recurring revenue (NRR). Even though the immediate revenue is lower, it will pay off multiple times in the long term. (**Art 1: Long term**).



### Question 4

#### **2 – Do fewer features to release in 3 months.**

If you try to do all the features, with high quality, in good time, you will get average results in everything. To execute faster, we do less. Over our first 7 years, we did not have a French version of our website, despite the fact that 60% of our revenues were from Belgium & France. Why? We focus on what matters most. At the time, our priority was to improve the product. (**Art 3. Execute faster**).

### Question 5

#### **eLearning platform, training materials for universities.**

Most companies try to do everything in marketing and their results are average in everything. We do fewer activities, but we scale them more. (**Art 3. Execute faster**) Think about the activities having the highest impact over the long term (**Art 1: long term**), and the ones that most effectively benefit the users.

**Another way to answer the same question is to take a look at what customers would prefer.** Do they want more radio ads, or more content to learn? (**Art 2. Prioritize customer experience**)

### Question 6

#### **2 – Large projects for partners, the small ones for Odoo.**

Small clients adapt themselves to the software, but large clients have relatively more customization needs. More NRR is much better for smaller companies. But, in our case, to sustain massive R&D investments to improve the product (**Art 1: build for the long term**), we need more MRR. Service margins don't allow us to invest in R&D.



# Who is your manager?



We like **relatively flat hierarchies**. The best way to allow everyone we like relatively flat hierarchies. The best way to allow everyone to make an impact is to shorten the path to the decision makers and to remove managerial constraints. Traditional management practices recommend a maximum of 7 direct reports for each manager. We do the opposite.

To limit layers of management, **we distribute responsibilities, instead of centralizing them on middle managers**. As an example, we have the following roles in R&D:

- 4 developers are in charge of all recruitment interviews
- 2 developers train all new employees
- 9 team leaders focus on code review and team coaching
- 11 product owners decide what should be developed
- 1 release manager organizes releases...

In a traditional company, developers go from "100% development / 0% management" when they get promoted. At first, people like it; but they get bored after a few years as they stop doing what they like and instead do more administrative / management tasks.

We prefer people to continue evolving in what they like, becoming experts. So, 80% of the time, they continue to develop, but we add 20% of managerial responsibilities to help them learn new skills. We try to apply this logic to all departments.

For team leaders, we promote **leaders**, before 'experienced directors' for management positions. What we expect from a manager is not to "manage" people, but to coach them and make them evolve. **Our team leaders are very open**. If you don't agree with what they do, do not be afraid to challenge them, to suggest improvements, or to provide constructive criticism<sup>10</sup>.

Managers don't judge people because of their ideas. We can't always agree on everything, so we've developed an "agree to disagree" mindset (at least, everybody agrees on this).

<sup>10</sup>. Or even non-constructive criticism. If something frustrates you, it's better to talk about it rather than internalize it. Relax, you won't get fired for having different ideas!

# What do **we expect** from you?

## Learn & Evolve

We want you to learn and evolve. Fast!

**We will never fire someone for making a mistake, but we might let someone go if they don't evolve**, or if they don't help the company evolve. To learn quickly, feel free to try and test new things, to express your opinion and to ask for help from your colleagues.

**It's ok to fail. It's ok to ask stupid questions. Please, do it.**  
We will not hold it against you.



**Example:** New salespeople need months to be comfortable with the product. Despite this, we ask them to call customers after a few days, even if they are not ready.

→ As a result, they might lose a deal with the customer, but they will gain valuable experience by talking to prospects and getting feedback from the market. Their coach / managers are there to help them fix mistakes they might make, not to blame them.





## Be responsible

At Odoo, **we are all in the same boat**. We are all responsible for making the company move forward and fixing things when shit happens.

We expect everyone to take responsibility to improve our product, services or company and to **avoid the "this is not my job" attitude**.



**Example:** If you find a bug in the software, detect a process that is not efficient, or get a complaint from a customer, you have to "own" it. Take the responsibility of solving the issue<sup>11</sup>, even if it's not your job. Whoever finds an issue should own it and ensure it gets treated and solved correctly (e.g. by reporting it and doing the follow-up).

## Be Open

Odoo is a dynamic company. Be open to change, open to trying new things, and always be transparent when you communicate with colleagues or customers.

## Be Positive

The quality of our working environment depends on everyone's behaviour. **Always approach things in a positive and optimistic way** and avoid criticizing other team members or customers.

<sup>11</sup>. If you cannot solve it by yourself, report the issue and do the follow-up until it gets resolved.





# Our Company

“

*I just have a quick question for you.  
How would you pronounce your name?  
Odo or Odou?*

”

— Website visitor on the Live Chat

# Organization



## Sales

In Sales, you're either a hunter or a farmer: the former negotiates and signs new customers (**Business Development Representative, Partnership Recruitment**), the latter builds and nurtures long-term business relationships with partners (**Partner Manager**) or clients (**Customer Success Team - "CST"**).

For the ambitious ones who want to work with the big guys, our **Mid-market & Corporate team** will suit you just fine. Sales are superheroes; they do demos, understand the business, find tailored solutions to pain points, negotiate contracts, etc. The direct sales are business advisors, more than salesmen (no outbound sales).



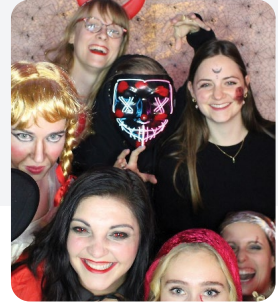
## Services

**Business Analysts** are responsible for all steps of the implementation project; analysis, design business processes, configuration, change management, train users, etc<sup>12</sup>.

**Customer Support Analysts** provide functional support to our customers in order to keep them happy and solve their issues. More complex issues that require technical knowledge will be dealt with by the **PS Tech** and the **Customisation team**, which are developers who fancy being in contact with the client.



12. Pssst, have you read our implementation methodology?  
[www.odoo.com/implementation-methodology](http://www.odoo.com/implementation-methodology)



## Research & Development

The **R&D department** works at the core of the product development. Each team has different responsibilities; a set of apps, front-end framework (JS), back-end (Python), IA, mobile apps, etc. There is no planning, no budget, no boring managers: just smart engineers and great technology.

## Marketing Department

At Odoo, our **Marketing Department** is structured into specialized teams to ensure a cohesive and dynamic approach. We have a team dedicated to influencer relations and another that handles all aspects of communication and content creation, including podcasts and social media. Our events and lead management are expertly managed by their respective teams. Additionally, our Education team actively engages with schools through LabOdoo, educating young people about the inner workings of a business.

## The icing on the cake




And to keep the machine running:

- Our **HR department** hires smart people like you and takes good care of all our employees;
- Our **Finance department** manages bills and incomes so that we don't go bankrupt;
- and our **Office Managers** run the place.

See how the departments interact with each other:








## Admin

 **HR**       **Finance**       **Admin**

The admin department oversees and harmonizes the entire company.


## Community


 **Free users**       **Contributor**       **Partner**       **Student**       **Customer**

*Word of mouth*      *Pull request*      *Bug!*      *Feedback*      *Feedback*



## R&D

 **Product Owner Team**  
Specification • Usability • Tests

 **Bugfix Team**

**Teams**  
Framework, Accounting, Logistics, Dev/null, Website, Internal, eLearning and more ...

--- **V15** --- **V16** --- **V17** --- **Master** --->



## Services



### Implementation

Business Analysts



### Technical

PS Tech  
(Upgrade + Custo clients)



### Support

Customer support



## Sales



### Direct Sales

Key Account  
Manager

Business  
Development



Account  
Managers

*New customers*



### Indirect Sales

Partner  
Managers

Partnership  
Development

*New partners*



## Marketing



### Event

Odoo Experience  
Business Show  
Webinars



### Lead Generation

Lead Nurturing  
Marketing Campaigns  
Live Chat



### Content

Documentation  
Product Pages  
Videos & Blogs



# The story

The story of Odoo began in 2002, when the company was known as **TinyERP** and operated as a **fully open-source entity**. Its ambitious mission was to offer small and medium enterprises (SMEs) a software solution that would serve as a comprehensive toolkit for businesses by centralizing various aspects of an organization within a unified system. Throughout its history and up until today, the driving force behind Odoo's success has been its active and engaged community of contributors.

Over the years, TinyERP underwent a rebranding, transitioning through the name **OpenERP** and eventually becoming Odoo. These shifts in identity mirrored the **evolution in terms of Odoo's offerings and business model**. Originally established to provide an open-source ERP solution, Odoo transformed into **an open-core suite of applications**. This expansion extended beyond the typical ERP, introducing both a Community and Enterprise version to cater to businesses of varying sizes and industries.

One intriguing facet of Odoo's growth is the company's remarkable expansion accomplished through **only two rounds of fundraising**. This attests to its strategic approach and focus on a specialized market niche.



## Fun facts

- ⑥ In the early days, the first employees worked alongside Fabien in his student room.
- ⑥ It took a solid 10 years for the company to become profitable. The business model switch allowed Odoo to unleash its true potential.
- ⑥ Fabien met Antony (CTO) at a student party, when Antony prevented Fabien from smashing a collectible keyboard against a wall. Years later, Antony still possesses that famous keyboard.
- ⑥ Long-serving employees at Odoo are affectionately referred to as "Odoonausors."



# Facts

This is our moment of glory (yeah! Let us be pretentious for 1 page).

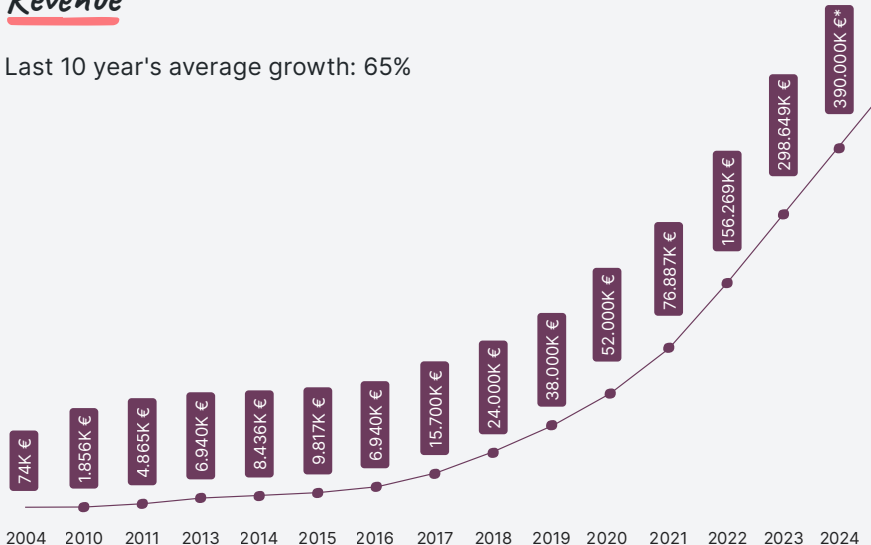
We are proud to have **generated more than 100,000 jobs**. The estimated breakdown: **4000+ Odoo employees**, 32,000 employees at 5,100 partners, ~28,000 full-time equivalent people working on Odoo Community.

Thousands of companies grow their business with Odoo, with up to **12,000,000 users**. Let it be said, we saved them from a boring life of using traditional ERPs.

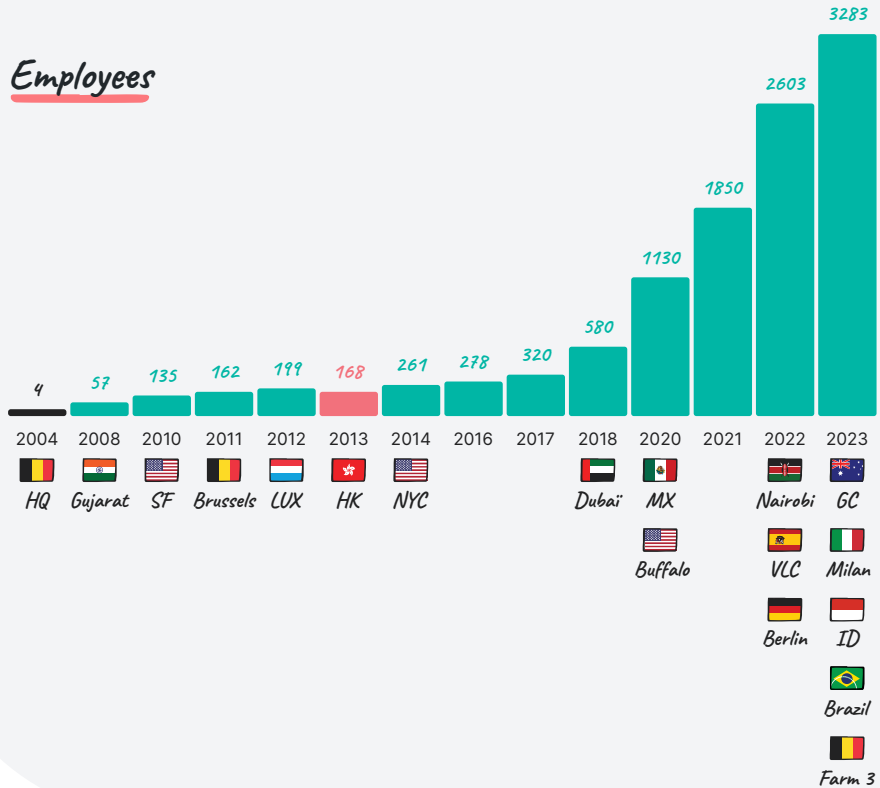
We deploy massively in **developing countries**, mostly with 'Odoo Community'. Amongst the top players, we are the only one that is so cost-efficient that it can afford to sell our product & services at a price point that aligns with these markets.

## Revenue

Last 10 year's average growth: 65%



# Employees



So far, €50m has been invested to develop Odoo Community and make it the **most advanced open-source management software** in nearly all business areas such as Accounting, Inventory, MRP, POS, Project management, CRM, etc. Odoo is the most active open-source Python project on GitHub, worldwide. The Odoo community built 41,000+ apps, the largest enterprise apps store ever made<sup>13</sup>.

Odoo is taught in **nearly 500 universities** because it's free and intuitive to use. About 50,000 students create free Odoo Online databases (DBs) every year. With traditional ERP systems, an implementation costs on average €40k for a SME. With Odoo, it's now around €4k (services included). Yet, we currently work with only 0.1% of the market. We've proved that **we can transform a market**, even if it is on a small scale for now.

And this is just the beginning...

<sup>13</sup>. The second one is force.com from Salesforce, with 6,000 apps.



odoo

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# Career Path

“

*Let me remind you that you're  
talking to a human being!*

”

— CDM talking to a client

# Choose your own path

A typical career path in a well-known consulting firm looks like that:

1. Associate
2. Consultant
3. Senior Consultant
4. Project Leader
5. Principal / Director
6. Partner

Each of these positions takes between 3 and 7 years.

People evolve from service roles (consultants), to management roles (project leaders), to sales roles (principals), to internal politics champions (partners).

At Odoo, we avoid predefined career paths, and offer **everyone their own evolutionary path.**

Some people aspire to become managers, others to become experts without managing people. Some want to evolve horizontally across departments, others want to discover new cultures by working in different countries. **We think everyone should have their own way to evolve.**

**The salary and responsibilities you will get at Odoo do not depend on your position in the hierarchy,** but more on your experience, skills and the impact you have on the company.



**Example:** a developer or a consultant can have a higher salary than a manager, and vice-versa.



# The **tools** to help you evolve

Instead of a pre-defined career path, we offer a set of **tools to help you evolve the way you want**. It's up to you to use these tools to build your career path.

What you will learn and how you will evolve at Odoo will largely depend on what you make of your opportunity here<sup>14</sup>. **Our work environment encourages you to take ownership and act as an intrapreneur towards your responsibilities.**

## Coaches / Gooroos

Large departments (R&D, PS, Sales) have a coaching program where experienced team members get the responsibility to coach new employees, organize training sessions, do code reviews, brainstorm on strategic issues, etc. Coaching people is a good way to evolve into management positions.

Coaches should be used by managers when the team grows to delegate responsibilities to their key team members, without creating an extra layer of management.

Conducting appraisals, recruiting and terminating someone, are the responsibilities of the manager and not the coach.

## Training Sessions

We invest a lot in internal and external training. We think everyone at Odoo should have at least **10 days of training per year**<sup>15</sup>. And to ensure the quality and diversity of these trainings, we have our own internal Learning and Development Team who will go further and beyond to help our Odoos grow and nurture their skills.

**14.** As we grow fast, there are more opportunities here than in traditional companies. Think about it this way: we are 1,266 people today, at 40% growth, it means 4,860 people in 4 years! We will need a lot of smart people to handle this transition and you're part of it!

**15.** Could be permanent training, full days of training, etc

## Appraisals

This is where we define the action plan to help you become a team leader, a better expert or anything you want for your career. Appraisals are organized once a year on average, but can be after 6 or 18 months. **Feel free to request a one-to-one discussion with your manager at any time.**

Yearly salary increases are automatic, and not related to the appraisal meeting. That way, appraisal meetings are focused on what matters; your well-being, your evolution, your responsibilities, ... not about "negotiating" a raise.

## Internal Promotion First

**The only way to become a team leader at Odoo is to become the best of the team;** we never recruit external managers. That allows us to preserve our strong culture, and keep the best positions for our employees first.

## International Opportunities

In traditional companies, managers usually try to retain the best people in their team. At Odoo, we do the opposite: when someone is good, we ask managers not to retain them, in favor of the employee's own personal development. The exchange program allows employees to apply to a similar position in a subsidiary of Odoo, in another country. We think that learning overseas is a great way to acquire new experiences. **Check Annex B** for more information.

It's important to note that each opportunity is evaluated based on the current needs and capabilities of the office ensuring a mutual agreement and benefit for both the employee and the team.

## Inter-Departmental Moves

Similar to the exchange program, we also promote moves from one department to another. Personal development is more important than retention in a team. If someone wants to go to another department, the manager of the new department will do a regular interview to be sure he/she is a good fit for the job.

## Books

Reading good books<sup>16</sup> is a great way to learn and evolve faster. So, we encourage everyone to do it. Our policy: **you can buy any book<sup>17</sup> and Odoo pays the bill.**

Send an email to the office manager to get a book, or buy it yourself and fill out an expense report to be reimbursed. Once you have finished reading it, bring it back to the Odoo library for the others to read. It's ok to write notes or underline sentences in books. We like used books too!

## Job Titles

We value people based on what they contribute to the company, not their job position<sup>18</sup>. To reduce the impact of status symbols, and avoid defining a scale in people's jobs (junior, senior, head of), **our policy is to let everyone choose their own job title.**

Just get the job title that serves your own purpose, the one you want to have on your business card. We are sure you will do a better job than us when choosing your title.

## Extra Projects

In addition to these, we have some transversal projects that you can join to learn more about other disciplines such as conferences, event organizations, customer relation, marketing, video content, entertainment with gigs, barbecue, etc. The main one is the **annual Odoo Experience in Belgium**. This event involves conferences, event organization, customer relations, marketing, video content, entertainment with gigs, barbecue, etc.

Every department has its own projects (webinars, content writing, ...). Contact a department manager if you are interested in participating.

<sup>16</sup>. See "Annex A" for our recommendation of good books.

<sup>17</sup>. Related to your job position, a future job position you'd like to reach or for personal development. But not novels. And of course, it's to read outside the working hours.

<sup>18</sup>. Managers are not better than employees, they are just at their service.

# How is your salary computed?



The salary and responsibilities you will get at Odoo do not depend on your position in the hierarchy, but on your **experience, skills and the impact you have on the company**. Expert developers or consultants evolve as fast as management roles<sup>19</sup>.

Every year, we define a salary grid for every department that defines the average salary for a given position and years of experience. We benchmark this grid with the current salaries of the market<sup>20</sup>.

The rating provided by your manager when conducting the appraisal will define whether you are above or below the reference in the grid. Based on that, the HR department will compute your salary package, as a company cost.

In the countries where we can do it, we have implemented a flexible salary policy based on a company cost. We let each employee choose how they want to structure their salary and which benefits they want to take advantage of, i.e. gross salary, number of holidays per year, company car, fuel card, etc.

**19.** An exception is when moving to a different country; we sometimes adapt the salary to the new country, sometimes not, depending on the country and the duration.

**20.** The salary grid and the market benchmark are currently implemented in Odoo Inc (U.S.) and Odoo Belgium only.



Category	Value
Revenue	\$100,000
Cost of Goods Sold	\$60,000
Gross Profit	\$40,000
Operating Expenses	\$20,000
Net Income	\$20,000







# *Work Hard Play Hard*

“

*For the vegetarian people we are going  
to order some chicken brochettes*

”

— In a BBQ invitation sent to the whole company. #Fail

# Afterwork Parties & Activities

Working at Odoo is probably harder than working in another company. People quickly have strong responsibilities, there are a lot of things to learn, and the environment continuously changes.

**We can work hard, but we need to have fun too.** Here are some of the advantages we offer to all employees.

## Team-buildings & events

We have a series of team building and events every year:

- sales & service kick-off, etc.
- Odoo anniversaries, all company meetings, family day, and so on...





## Activities<sup>21</sup>

Anyone can organize an event or activity at the office to nurture the bond and team spirit between employees, there is **no validation process**, just register your expenses. We simply ask you to spend with care and common sense.

And from this, were born great initiatives: a Run and bike between two offices in Belgium, a Blood donation day, a game room in San Fransisco, and so on.

## Afterwork sports

If you organize sports activities with Odoo colleagues, Odoo will pay a maximum of 12.5€/15\$ per employee if:

- you have at least 6 Odooers participating;
- your event is open to anyone in the company, and you announce it in our internal mailing lists / facebook group;
- it's not during office hours.



21. In some companies (Belgium, India), people organize drinks or game nights. In others (San Francisco), a member of the team prepares a funny presentation on one of their passions.





**19 offices**  
across the world!

# Offices



“

What? Are we really buying a new farm?  
C'mon, it's like if Steve Jobs would have bought  
all the garages on a street because he started  
in his garage.

”

— MVE

## Grand-Rosière (GR)

**THE farmZ!** Our headquarters are lost in the Belgian countryside. You can't help but notice the Odoo branded cars zipping around everywhere because we have three farms in "GR".

In "**Farm 1**", where everything started, you'll find the Support and HR department. The Marketing and R&D departments are located in the newly renovated "**Farm 2**". This place is swarming with developers so you may hear technical jargon and jokes that you may not understand.

"**Farm 3**" had opened in Summer 2023. Just in time for our Odoos to enjoy a quick break by the swimming pool.



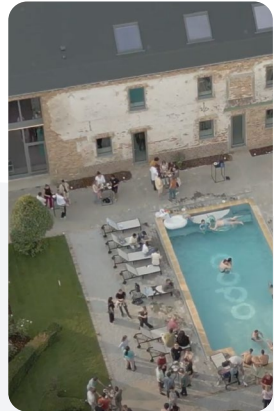
DIRECTOR  
**Fabien Pinckaers (FP)**



*Farm 1*



*Farm 2*



*Farm 3*



## Louvain-la-Neuve (LLN)

After months of renovation, the LLN office is ready with 5000 m<sup>2</sup> of open space, and lots of call boxes to offer peace and quiet to our employees during their calls. A second wing has opened in 2022 and more will come to be able to welcome all our employees at the office and serve them delicious food at the restaurant.

To compensate for the food from lunch, we have our very own gym and to keep the party going afterwork, there is a nice and sunny rooftop (thanks to climate change, the Belgian weather is getting sunnier than ever!) The Odoo sales floor lives at the pace of the bell and the ping pong ball.

Don't be surprised if you hear a bell ringing and people clapping. This is good news, it means we're making money! The floor is also busy with Business Analysts. A real mix to bring the best to our clients!

## Antwerp

We recently moved to a beautiful office in Berchem, located at the very top on the 4th floor, which offers a stunning view. We are just a five-minute walk from the station. The office has many great features that make working here even more enjoyable.

We have a cozy lunchroom where you can not only enjoy your meal but also occasionally play a game of ping pong. There is also a fully equipped dining hall with a new, delicious menu every week! For quick lunch breaks, there is a self-service buffet where you can make your own sandwiches.

For our fitness enthusiasts, there is a free gym available where you can work on both your cardio and strength training. These facilities are made to help you have a productive, healthy, and fun workday. During work hours, you can even use our treadmill desk to take a walk while in a meeting. How great is that?





## Koerich

Yes, one of the smallest countries in Europe has its own office too! Located in Koerich, our office has two floors within the eco-friendly and innovative Solarwind building, known for its sustainability and innovative design. This building offers large range of services such as: wellness center-fitness, restaurant, day care, etc.

Our office has flexible desks, cozy meeting rooms, and access to a rooftop shared among all companies in the building. The atmosphere here is calm and friendly, perfect for working together and personal growth. Outside working hours, you'll find colleagues chatting, interacting, and enjoying the billiards table with some Belgian beers in hand. We also love to unwind with afterwork events and end-of-week gatherings, often hosting pizza parties and BBQs on the rooftop. This creates a vibrant and welcoming community where everyone feels at home.



DIRECTOR  
**Guillaume Castaigne**  
(GCA)



## Gandhinagar

Odoo India office, officially called TinyERP (Fabien's first love for a company name) is located in one of Gujarat's IT hub called InfoCity.

Believe it or not, Odoo India is the only office on the campus where there's no dress code, a 5-day work week! The office is an open space with more than 120 Odoos. This is the only place in the world surrounded by +1,000 Odoo developers within a 500 km radius. (A lot of unofficial developers are in Gujarat, because Odoo India started a trend there).



DIRECTOR  
**Mantavya Gajjar** (MGA)

## Dubai

Open since January 2019, the Dubai office is similar to the multicultural environment of this city, our office hosts people of all nationalities! The Odoo Dubai office reflects the multicultural nature of the city and serves as a real melting pot. With 6,700 square meters of space, it is the perfect place to be productive while also having fun. The office is designed to enhance the well-being of our team, featuring a gym, a yoga room, a gaming room, a music room, and an outdoor terrace. What better place to work from?

We value fostering a friendly work environment where employees feel comfortable and happy to be at the office. To encourage this, our employees engage in different team-building activities together. Our Odoos also take time to explore the unique activities the city has to offer, such as Ski Dubai or desert trips.



DIRECTOR  
**Pavitra Singh (PAS)**



## Hong Kong

Our APAC office is located in the neighborhood of Sai Ying Pun, sitting on the top floors of a building facing a harbourfront view. It's a cultural hub of more than 15 countries! When not busy closing deals, you can find our team catching a coffee or tea break or indulging in fresh seasonal fruits. And for the all-time favorite Happy Hour Fridays, Stella Artois is the way to go!

The Odoos here love to unwind through yoga, meditation, skate dance, table tennis, anything that keeps their bodies active! With energetic and positive vibes all around, the office is never a boring place to be!



DIRECTOR  
**Matts Fievez (MFI)**



## San Francisco & Buffalo

The San Francisco office is Odoo's primary operations for the North and South American markets. We celebrate the diversity of our staff with cultural presentations, team-building events, and monthly gatherings to promote friendship and bonds across every team.

Our goal was never to be a traditional Silicon Valley company. We constantly challenge the norm with an atmosphere of open communication, autonomy, and innovation that will power our growth and lead Odoo to new heights. When our teams are not busy changing the world you can catch them playing pool and enjoying beers on tap in the game room, discussing philosophy over lunch, or collaborating on new ideas to continue to push Odoo to the forefront of the business software market.

The Odoo Buffalo office, founded in June 2020 has been established to better serve clients and partners in the Eastern half of the US.

The office is located in Buffalo's downtown district, specifically on the 26th floor in the Seneca One tower (which provides fantastic views of both the city, as well as of Lake Erie, the 11th largest lake in the world).

Today the office is composed of enthusiastic Odoos deeply dedicated to the Odoo mission: transforming the ERP space, one project at a time.



**DIRECTOR US**  
**Fabrice Henrion (FHE)**



**DIRECTOR US EAST**  
**Nicholas Kosinski (NKO)**





## Mexico City

With a population of more than 20 million, Mexico City (CDMX) is one of the largest metropolises in the world, making it one of Latin America's most important economic and cultural cities.

Our new office is located right by the beautiful Polanco neighbourhood, and close to the city's financial district. It's a 3-story building, 1800 m<sup>2</sup>, where we are the only tenant! It's a great space that will allow us to grow for the years to come. We even have our own private rooftop, where we organize the occasional "carne asada".

Our team is composed of a diverse group of young individuals coming from different backgrounds, which creates a vibrant atmosphere of collaboration and learning. All of them being enthusiastic about Odoo, they strive to improve it every day.



DIRECTOR MEXICO  
**Miquel Torner (MIQ)**



DIRECTOR KENIA  
**Patrick Lukusa (KLP)**



## Nairobi

Nairobi - popularly known as the city under the sun - serves as the headquarters for Odoo in Africa. The offices were officially opened in July 2023, and the company keeps growing day by day. The office is home to individuals from different nationalities.

The office has a calm vibe, and the staff is friendly and receptive, with individuals who work hard to learn and evolve. Outside of working hours, you will catch people chatting and interacting with one another, while the ping pong enthusiasts will be having a good time in the playing area. The end-of-week sessions are also very refreshing, as employees unwind while enjoying some beers together.





## Gold Coast

Odoo Australia opened in January 2023 and is based in Varsity Lakes, Gold Coast. We're thrilled to be part of this vibrant community and are committed to building strong relationships with our valued customers and partners.

Being located on the Gold Coast offers a perfect blend of beachside living, outdoor adventures, a cosmopolitan atmosphere, and abundant business opportunities. There is never a dull day around our continuously growing team!



DIRECTOR  
**Kelian Buitendijk (KBU)**



## Berlin

We were already serving the German-speaking market for years and decided to make it "official" by moving to Germany at the end of 2022. With our Berlin office, we have now embarked on the awesome mission to conquer the DACH-market! These days we are constantly growing our team, working on some challenges and having fun while we are at it!

Did you know that the Schultheiss Quartier where our Berlin office is located used to be a former brewery? To this day, the beer still exists and of course we always have some Schultheiss beer in our fridge here.



DIRECTOR  
**Johannes Kreuzen (JKR)**





## Valencia

Located in the heart of the city center, the office is just a five-minute walk from Valencia's beautiful North Station and the City Hall Square, ideal for a pleasant stroll after work or to explore the sunny and lively city. But more importantly, only 20 minutes away, you can be dipping your toes in the splendid Mediterranean sea.

We have built a space dedicated to collaboration with all the necessary to create a perfect work-leisure balance that allows us to enjoy together some great moments during our spare time.



DIRECTOR  
**Sebastian Brandt (BRS)**



## Milan

Hey there, welcome to Odo's awesome office in Milan, Italy! This place is buzzing with energy, just like the city itself. We've created a space that's all about innovation, collaboration, and helping young professionals grow their careers. People from all over Italy and the world are flocking here to be a part of the action. We strive to nurture existing relationships with our clients and create new ones!

When we're not busy recruiting top talent or closing those game-changing deals, you'll find us fully embracing the Italian way of life. We've got a serious love affair with coffee and aperitivi! So expect to find us on a sunny terrace afterwork, enjoying Milan at its best.



DIRECTOR  
**Miriam Bastianello (MIB)**



## Curitiba

Odoo's home in Brazil is located in the heart of Curitiba, the second largest and most promising innovation and technology ecosystem in Latin America. From the office, you can enjoy a beautiful panoramic view of the city (if it is not too cloudy or rainy). We go by the work hard play hard motto: when our team is taking a break from dominating the Brazilian territory with Odoo, you can find them eating churrasco or feijoada and at happy hours with lots of ping-pong and Brazilian funk. We highly value teamwork and it's common to see people from different areas helping each other, in and out of working hours. We are welcoming and warm (just like our stereotype worldwide) and anyone who wants to visit us will be welcomed with lots of pinhão and caipirinha!



DIRECTOR  
**Lucas Barros (LUB)**



## Jakarta

Odoo Indonesia is the newest kid on the block! Opened last June, the office is located in Jakarta and is already composed of 25+ motivated Odooers!

Ready to conquer the Indonesian market, they also enjoy chill time and after-works together (especially for sports!). But the best thing is by far is the diverse cultural backgrounds of Odooers from all over Indonesia! It's reflected in the different food themes they have every week for happy hour! As one Odooer put it, "*we have a big Odoo pride but an even bigger appetite for food!*". Hungry to know more? We welcome anyone to join the team!



DIRECTOR  
**Benny Putra Sugito (BPS)**



cdc

On  
the  
and  
the  
#C



# HR Policies

“

*When Antony asked me to come to his office,  
I was afraid he wanted to talk about  
my butt photo shared via the photo booth  
during Odoo Experience.*

”

— TXX

# Our policies

## Buying policies

**Our purchase policy is: use common sense, do what's good for the company.** We have no approval process, we just expect everyone to spend responsibly. If you don't know if an expense is acceptable or not, ask yourself: **would you spend your own money for this item, at this price?**

If you need to buy something, send an email to the office manager (preferred approach) or you can purchase it yourself and submit an expense note to be reimbursed. Every expense note has to be entered in the system in the Expense app.

## Working hours

Working hours are flexible, but we expect you to do the number of hours defined in your employment contract.

## Legal leaves

Yes, take a break! It's important for your health! When you want to take some days off, add those days in the Time-Off app.

## Employees advantages

Because our Odoers deserve to be spoiled even more, they are entitled to special prices and offers at several partners. Delivery of fruits and vegetables from local farmers, discounts to install kitchens, register their kids at a coding school, or even advantageous prices at bars or restaurants. Life as an Odoer is definitely the best!



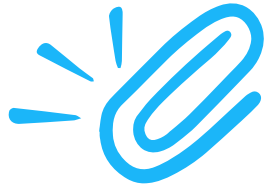




5

Lab d'oo  
Laboratoire pédagogique  
un futur entrepreneurs

Hey teacher  
Réservez maintenant  
à 100€



# Annexes

“

*In Star Wars, the only thing I know is C2D2.*

”

— AWU

## Recommended books



To help Odooers get into the habit of reading books, **we offer 3 books to every new employee** shipped by post before they join.

This is a non-exhaustive list.

### **For everyone**

Style: lessons in Clarity and Grace – Summary: [odoo.com/r/style](https://odoo.com/r/style)  
The Non-Designer's Design Book – Do clean emails, powerpoints,...  
Getting things done – Organize your work efficiently

### **Sales**

Spin Selling – Sales pitch on the phone  
Never split the difference – Negotiation

### **Marketing**

Trust me, I'm Lying – For press relationship

### **Consulting**

Delivering Happiness • Accounting made simple • The Toyota Way

### **Management**

The lean startup • The hard things about hard things • Getting Real

### **Developers and Usability**

The elements of user onboarding – PDF: [odoo.com/r/UserOnboarding](https://odoo.com/r/UserOnboarding)  
Don't make me think  
Javascript, the good parts

# International Opportunities

## Condition

**Minimum 2 years in the company**, and you have to go for a minimum of 2 years in the new subsidiary (although we can make exceptions).

It is important to note that international opportunities are only available based on the needs of the different offices and the vacant positions. This is truly a chance that can come up during your journey at Odoo rather than something systematic or guaranteed. Each opportunity is carefully considered to ensure it aligns with the current requirements and availability within the company.

## Responsibilities

The manager of the new department is responsible for deciding if you can join his team or not (with the feedback of your current manager and, often, an interview).

Your manager organizes the transition from your current work (mostly the timing of your departure).

We commit to give you an answer within a few weeks.

## Financial Conditions

The company pays one back-and-forth flight per year to your initial country (or more if required for VISA reasons). The company finances the hotel (and a car lease) at your arrival, for 1 month.

Your new salary will depend on the new company's salary grid, but you preserve your seniority for the salary package. Odoo finances the visa, lawyer, vaccines and passport fees. Odoo doesn't finance other relocation costs. When you come back to your original country, your seniority level is preserved.

# Jargon. Lingo. Code Words.



**Being "croissanted" - Se faire "croissanter":** if you leave your desk and forget to lock your computer, your colleagues might pull a funny joke on you! You'll have to bring breakfast for your team the following day.

**Gooroos:** name of the team leaders in the R&D department.

**Premature Optimization:** usually prefixed with a "No", when someone does something complex to fix a problem we don't have (yet).

**Instance:** a typical French adaptation that doesn't mean anything in English but the French-speaking employees use it to say "database".

**Master:** could refer to the development branch of Odoo, or to Olivier Dony (odo), the gooroo who not only knows every single line of code in Odoo, but most importantly "why" that line is there.

**OE:** Odoo Enterprise, sometimes called "Enterprise Edition" (EE) as opposed to Community Edition (CE). In general, we try to avoid acronyms, to keep things simple; but some survive longer.

**GR1, 2, 3:** the three farms at Grand-Rosière.

**LLN:** the abbreviation for our Louvain-la-Neuve's office.

**CSTD** (Customer Success Team - Direct), **CSTI** (Customer Success Team - Indirect), **BA** (Business Analyst), **DS** (Direct Sales), **AM** (Account Manager), **PD** (Project Director),... and basically every position at Odoo has a code name. And they remain the same internally, even when their title is updated. Like CSTI who became Account Manager and Account Manager who became Partner Manager. Yes we know, it's confusing but get used to it. Things change and evolve fast here at Odoo.



Note: This handbook is a corporate guide, a general directive for every Odoo subsidiary to follow. Some rules might differ from one company to another.