



# envoi

Value Guide



So you want to understand the core values and work culture at Envoi.



**First,** thanks for wanting to learn about us

**Second,** we don't like talking about ourselves... We like talking about our ideas and philosophies, but this guide won't tell you how great we think we are, it will tell you our values.

**Third,** no position is too small to be considered unimportant or unequal. The "bosses" are no more important than our drivers, warehouse, or office workers. We all contribute to one thing, the Envoi solution for last-mile logistics.

We at **Envoi** aren't afraid to ask questions. Even though retailers would lose customers to a poor delivery experience, they kept investing in these traditional services... so we began investigating.

Why is it that enterprise retailers struggle to give their customers same-day delivery, despite the demand for it clearly being there?

Why is it when they do, they charge you \$20+ for it?

Why can you not get a real-time view of where your package is on the road?

Why do you still have to print a label at home to process a return? Who even owns a printer anymore?

By the end of our research, we came to learn that there was no clear answer to these questions. Well, okay, except the last one, and the answer to that is “absolutely no one”.



A lack of accountability and transparency, as well as an outdated infrastructure, has made the courier industry complacent and left retailers hurting from the frustrations of their customers.

None of the founders had built a courier company before, so we used a first-principles approach to tackle this problem. Our early days consisted of us driving around in a used Honda Civic, delivering pharmacy prescriptions in a small town of fewer than 100,000 people in Ontario, using a stopwatch to measure how long it took to park the car, get into a condo building, go upstairs, deliver the package, get a signature, and come back down to leave for the next stop.



That was in 2017. Today, Envoi's operations span multiple cities, and through a powerful combination of proprietary software, operational efficiency, and entrepreneurial hustle, we successfully pick up and deliver thousands of packages every day. However, the scrappiness and resilience instilled in the founders from those early days have only grown and interwoven itself into every facet of our company.

Whether it's same-day delivery, processing returns efficiently, or setting up a fully functioning warehouse from scratch in a few days - we live and breathe the fascinating, never-ending puzzle that is logistics. Our determination to not rest until the inefficiencies in this industry have been solved is matched only by our desire to come up with innovative ways to solve them.

For lack of a better word, "grit" is what we are interested in. We don't care if you have experience in solving the issue, we care about how you will approach the problem.

# Core Values

Whether you're a marketer, an engineer, a designer, or an operations person - you were hired because you are exceptional at your role. But to be hired, we like to understand your values. Values are a direct reflection of how you live your life.

The people who will succeed best at Envoi will embody the following three concepts: empathy, curiosity, and drive.

# Empathy



Empathy is defined as “the ability to put yourself in someone else’s shoes and understand the world from their perspective, including how they feel and think”. On the surface, this seems like a very basic value that everyone should possess, and the advantages of practicing empathy seem obvious.

However, in practice, it is hard to have the capacity for empathy in yourself in every decision you make and in every situation you face.

**That's the real challenge we ask you to undertake.**

**Are you an empathetic person even towards people you disagree with?**

**Are you able to use the lens of empathy to come to an understanding?**

**Are you able to recognize how your words or actions affect others and take responsibility for them?**

**We expect you to, and you should expect the same from your coworkers, managers, and leaders.**

# Curiosity

Being curious means asking questions. Have an interest in sales but you're in operations? No problem, we'll work with you to learn sales on the side. We want to learn what you are really passionate about and how we can empower you to expand your own knowledge and skills within your role.

We encourage and cherish curiosity in every member of the Envoi team. Business is like a team sport, different skillsets will come in at different times. Our mandate is to help you foster and nurture that curiosity, and give you avenues to channel it in.



# Drive

Drive at Envoi is a drive for excellence. Let's be clear, this doesn't mean we expect perfection, but "good enough" is not in our vocabulary. We will always be scrappy and run inexpensive tests to validate an idea before building for it. The first version of any release, or any op is never going to be perfect. Having a relentless drive for excellence means that there will never be a "final version" of anything. Everything can always be improved and made better, including yourself. Big or small, learning new things and striving towards your goals demonstrate true drive.



Embody these three values, and  
you'll fit right in with us.

**Think big, act small, move fast.**



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