

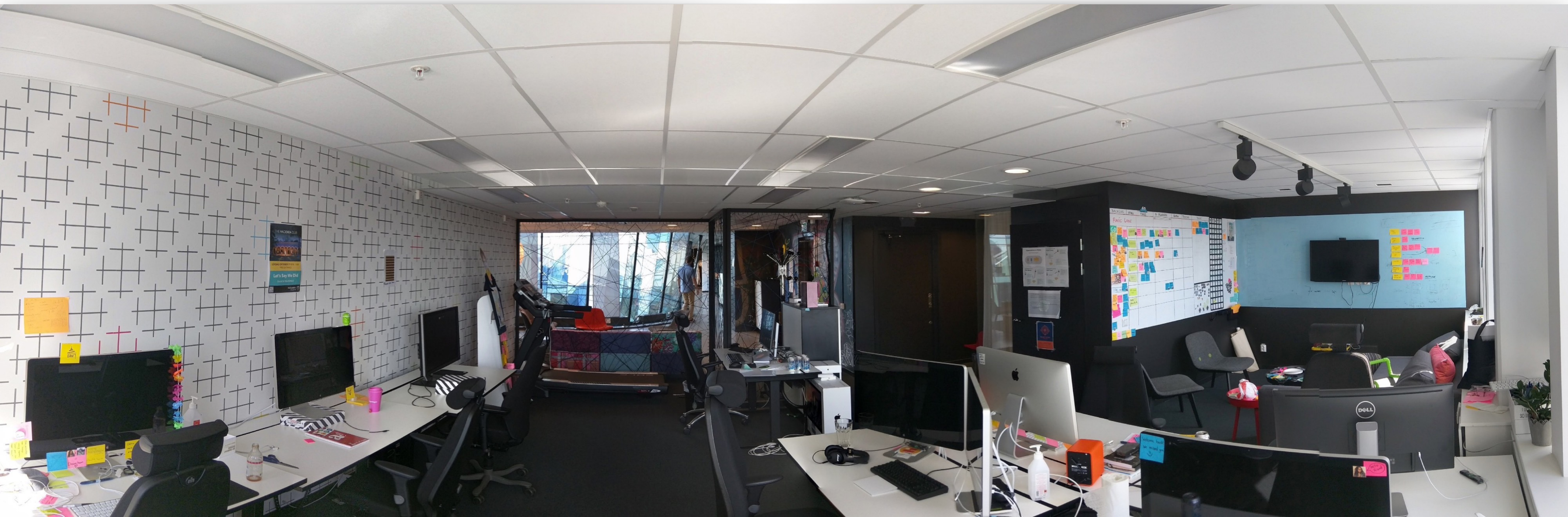


Becoming a remote-first company

Experiences from Spotify

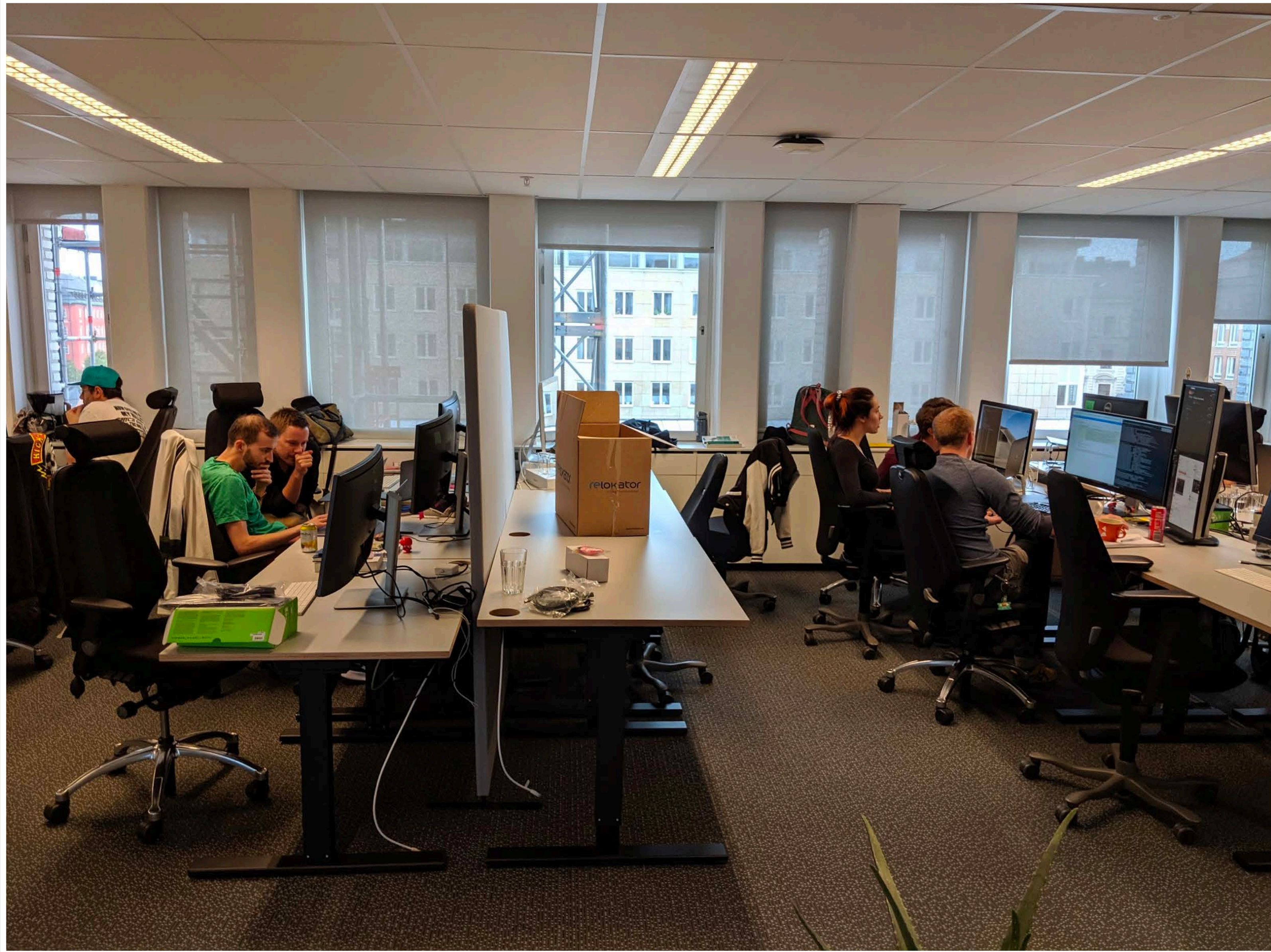
Hybrid Work Conference, Sept 2023, Kista

Chapter 1: The Office





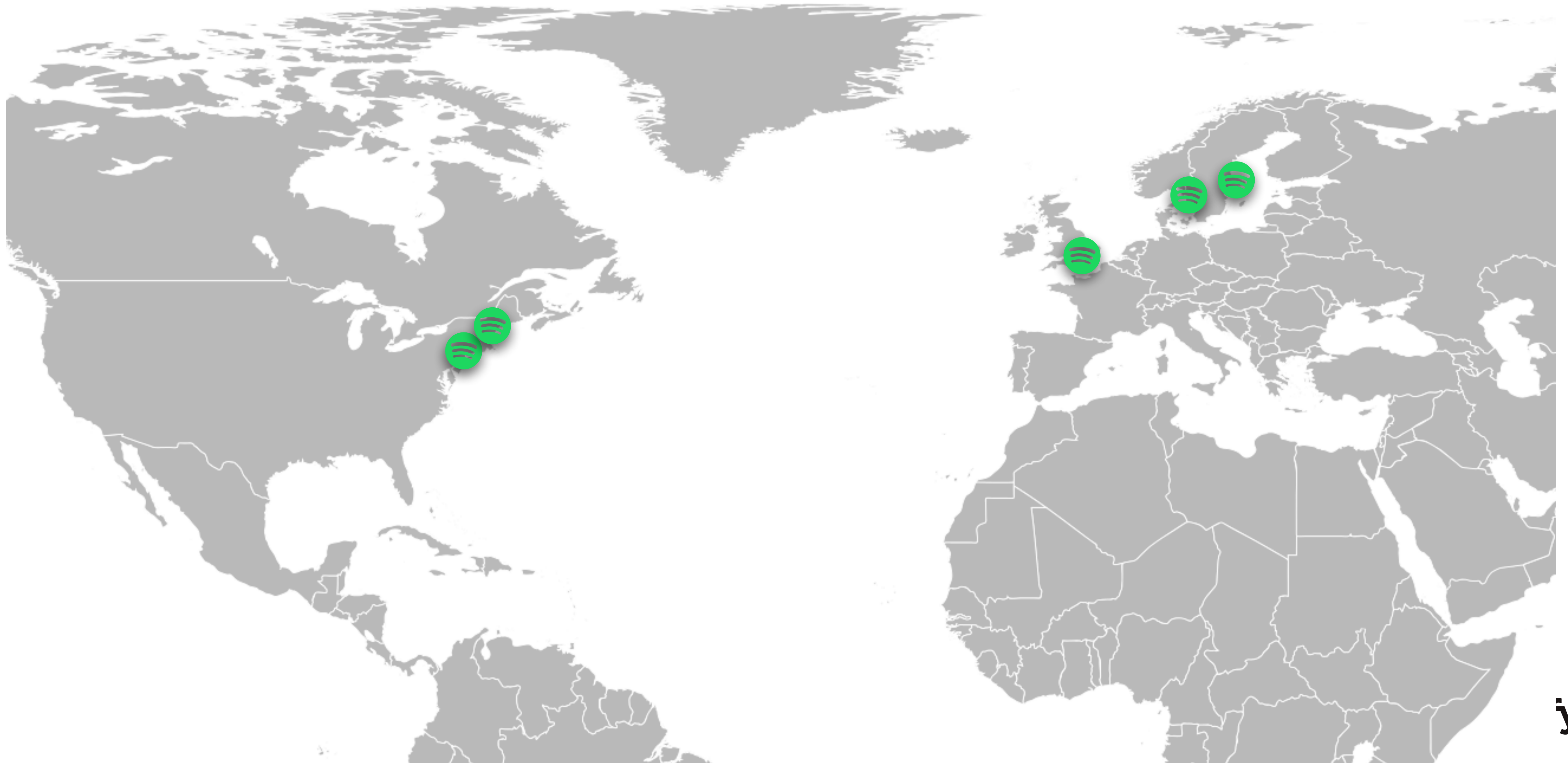




“the team structure works well for us because it is well-aligned with our culture, our technical architecture and platform, our product, and even our workspace”

–Anders Ivarsson

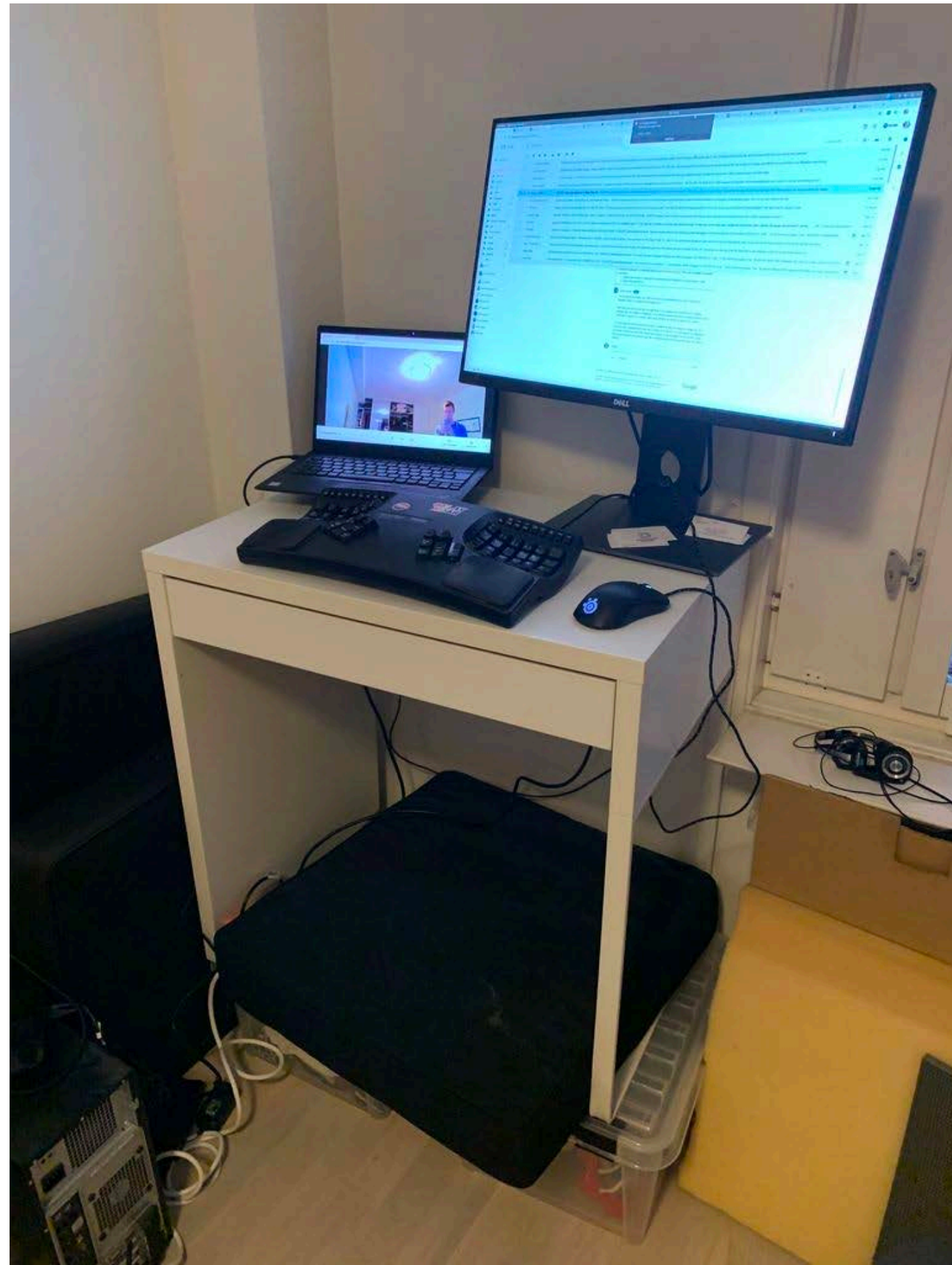
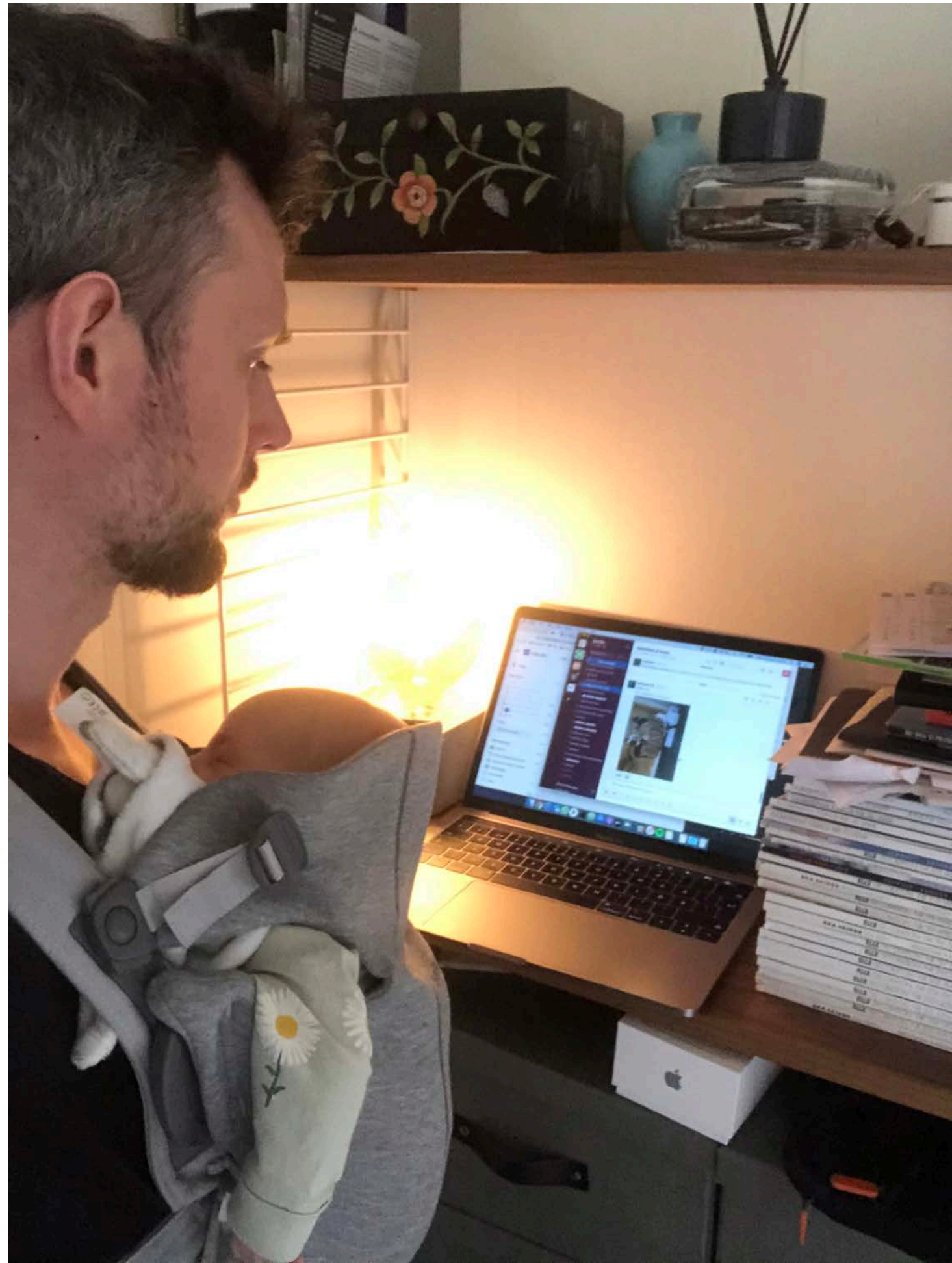
Co-located and distributed



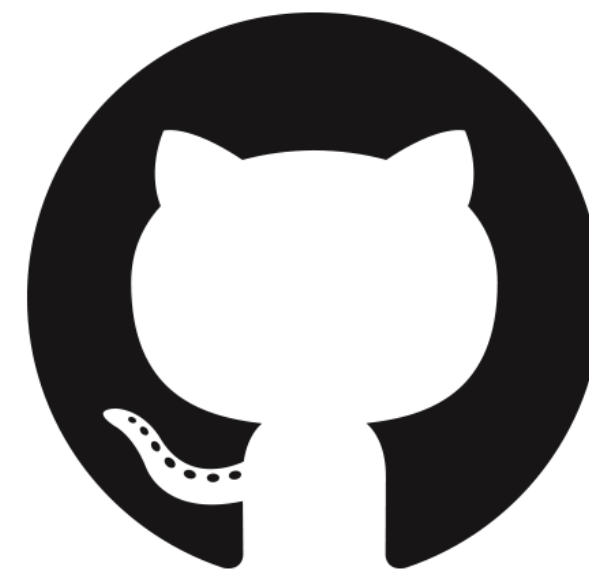
Chapter 2: At Home



Photo by [Isabella and Zsa Fischer](#) on [Unsplash](#)



Tools



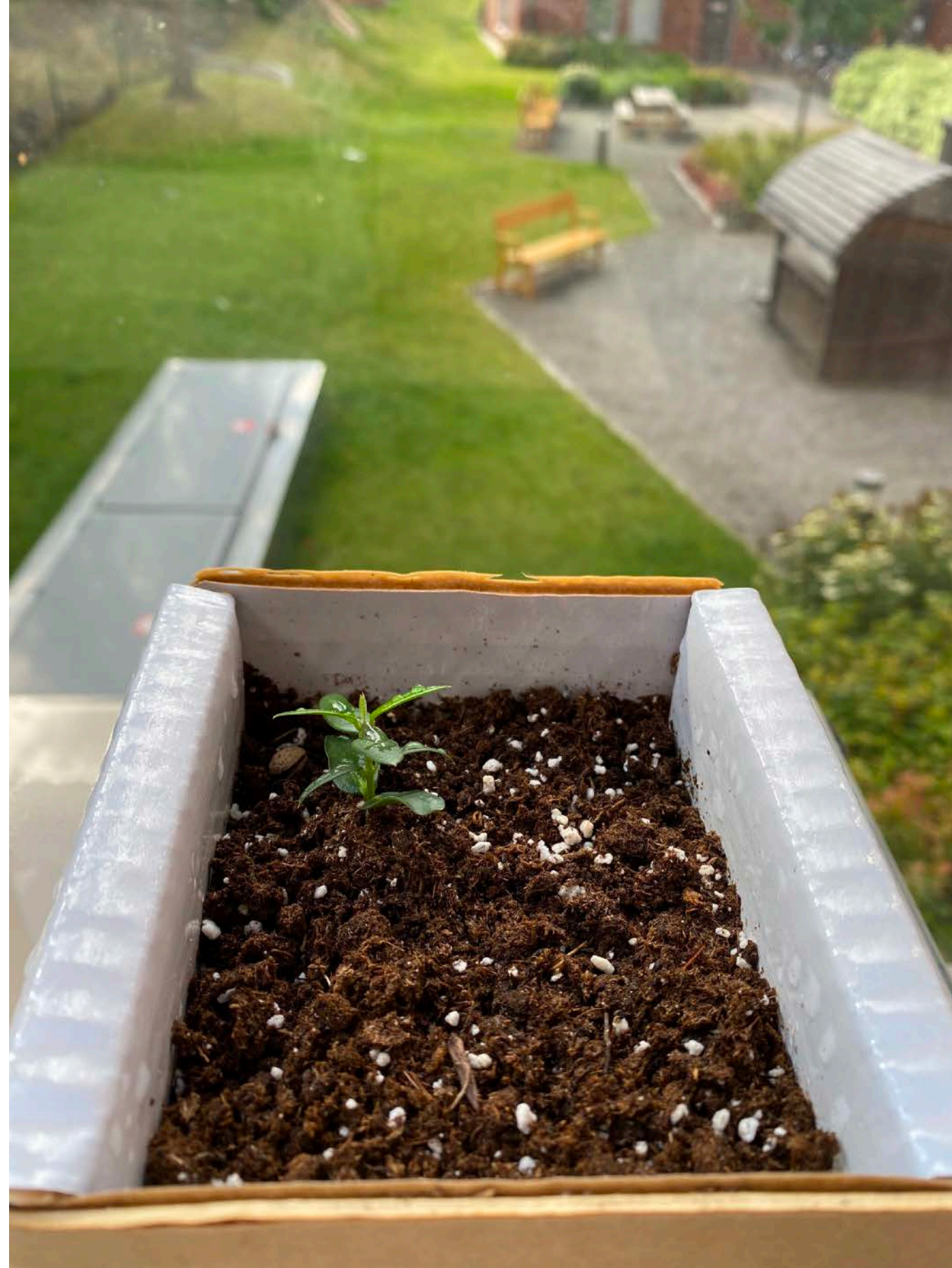
We were not **working from home**.

We were **working at home**
during a global pandemic.

Belonging

Homesite







Chapter 3: Anywhere

2025 Focus Area

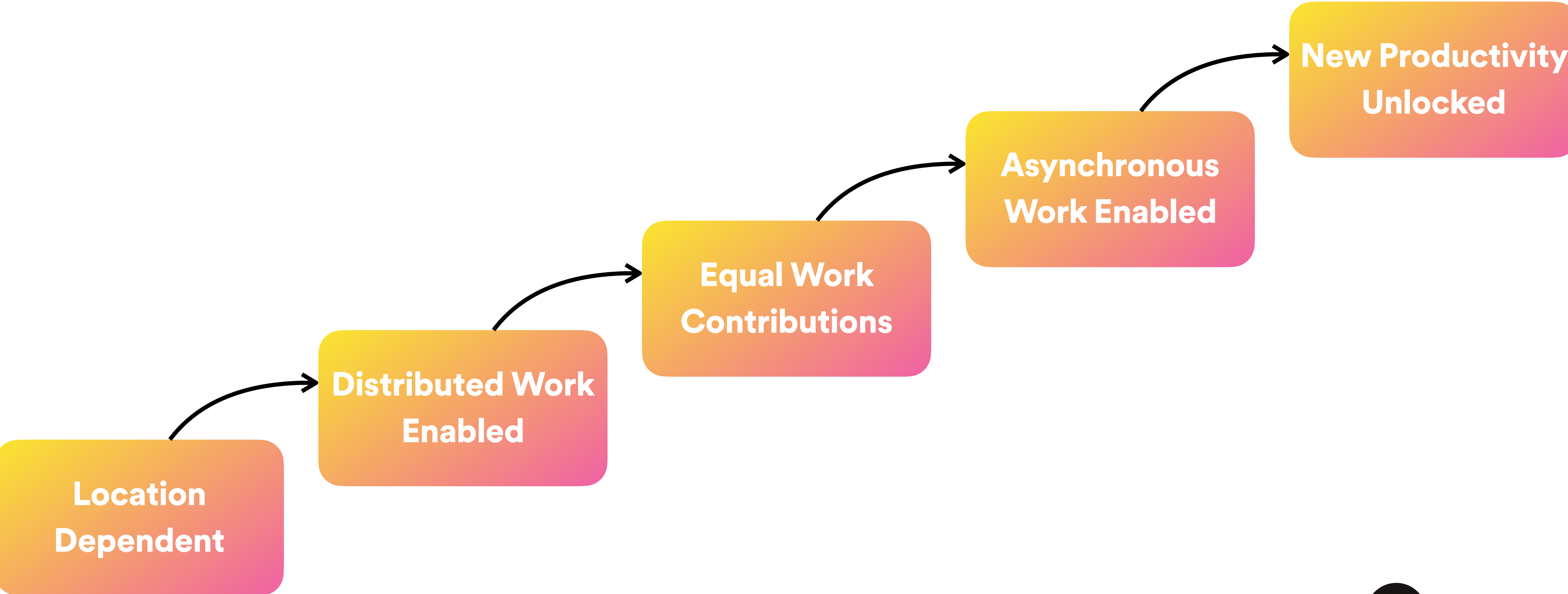
Become a “distributed-first” company enabling our talent to create value for Spotify independently of where they work and remove constraints for scaling the platform.

distributed

not

REMOTE

Stages of distributed work



Inspired by Distributed Work's Five Levels of Autonomy from Matt Mullenweg



Work From Anywhere

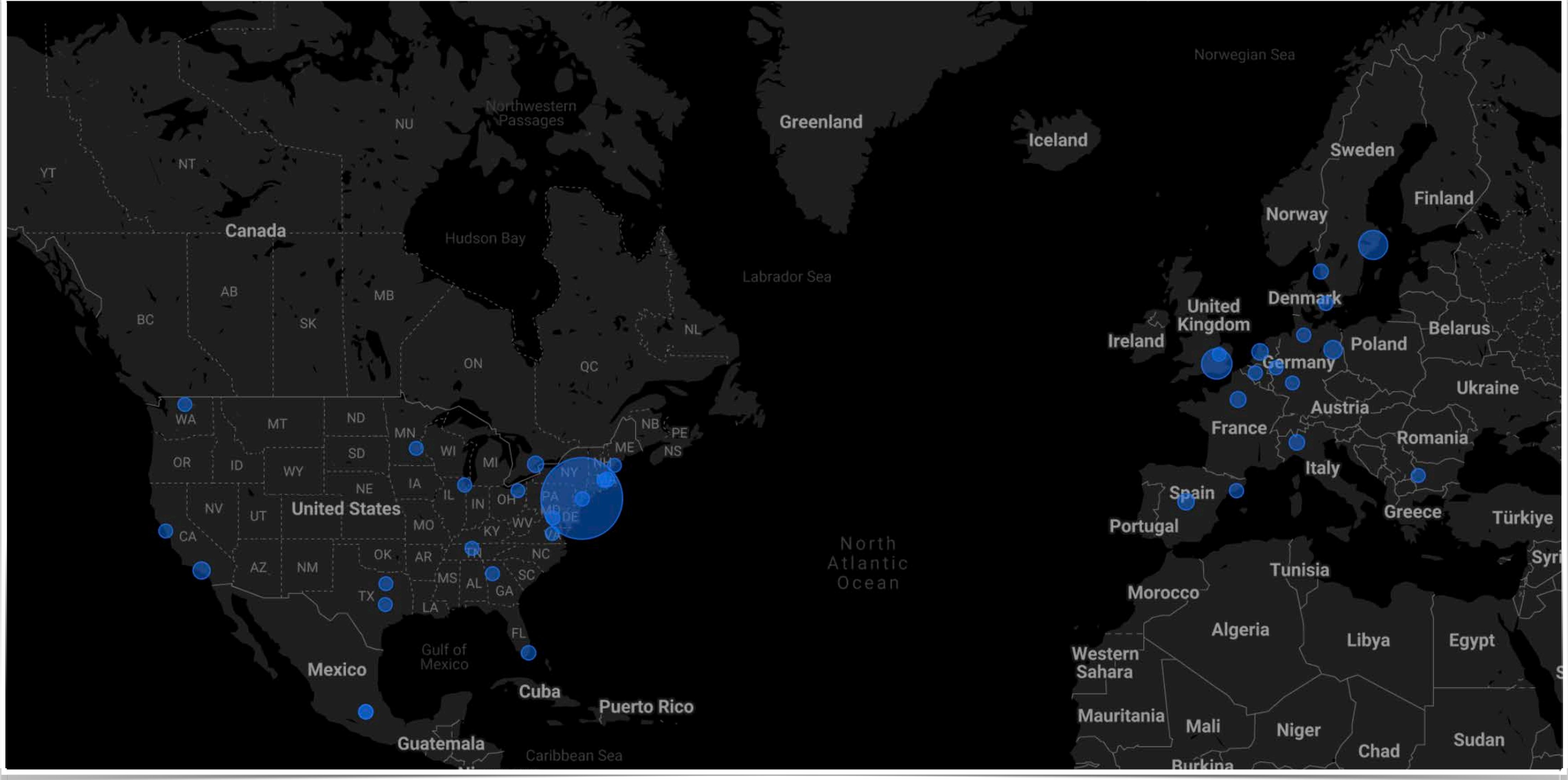


It's about
FLEXIBILITY

Work isn't something you come to the office for,
it's **something you do.**

Mix selection

- ▶ **Home Mix** (initially 40%, now 54%)
- ▶ **Office Mix** (actual presence varies)
- ▶ **Co-working Mix**
- ▶ Small proportion of people chose to move countries
- ▶ Hiring the main source of people working from new locations
- ▶ More locations opening-up including seasonal hubs



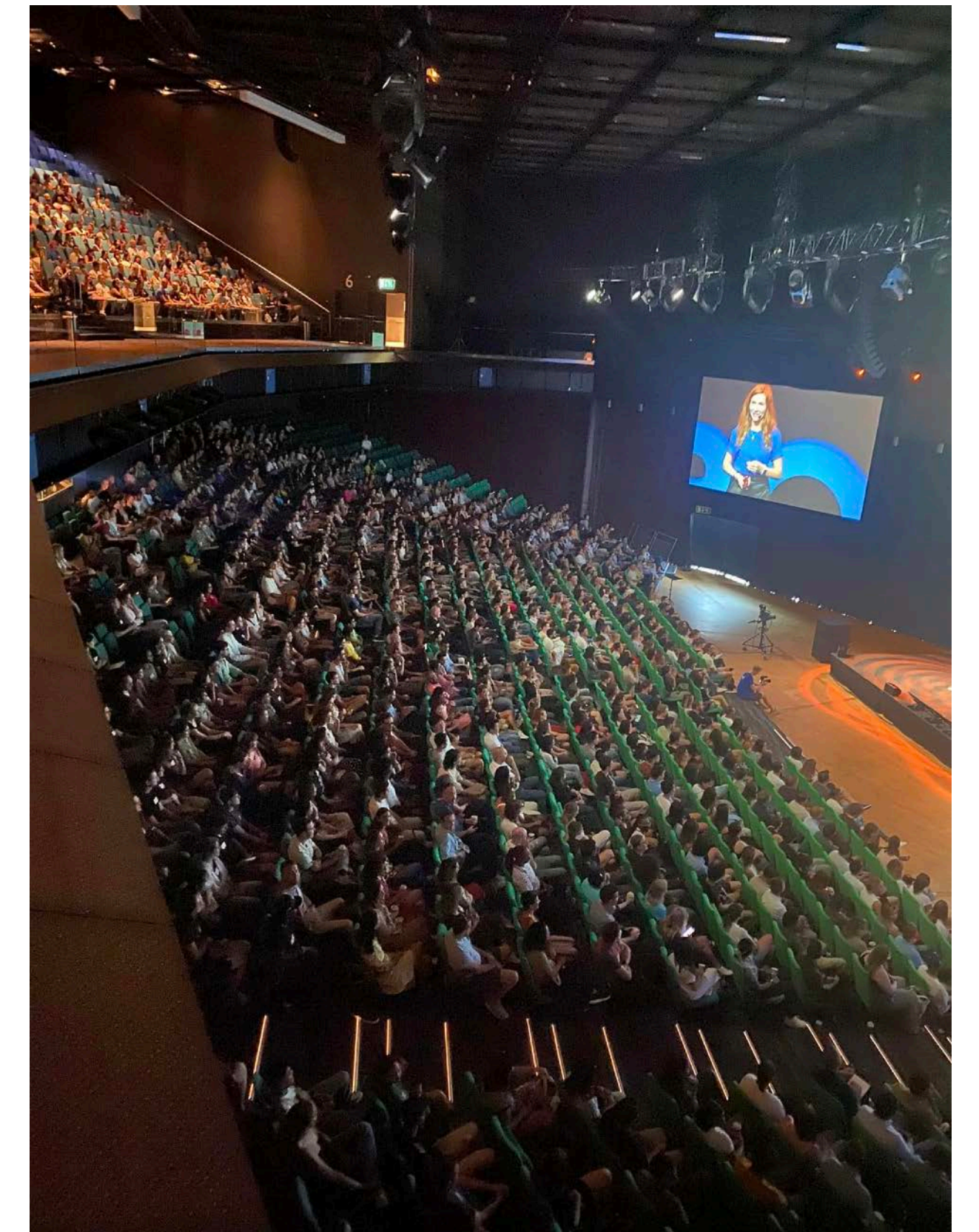
d i s t r i b u t e d

first

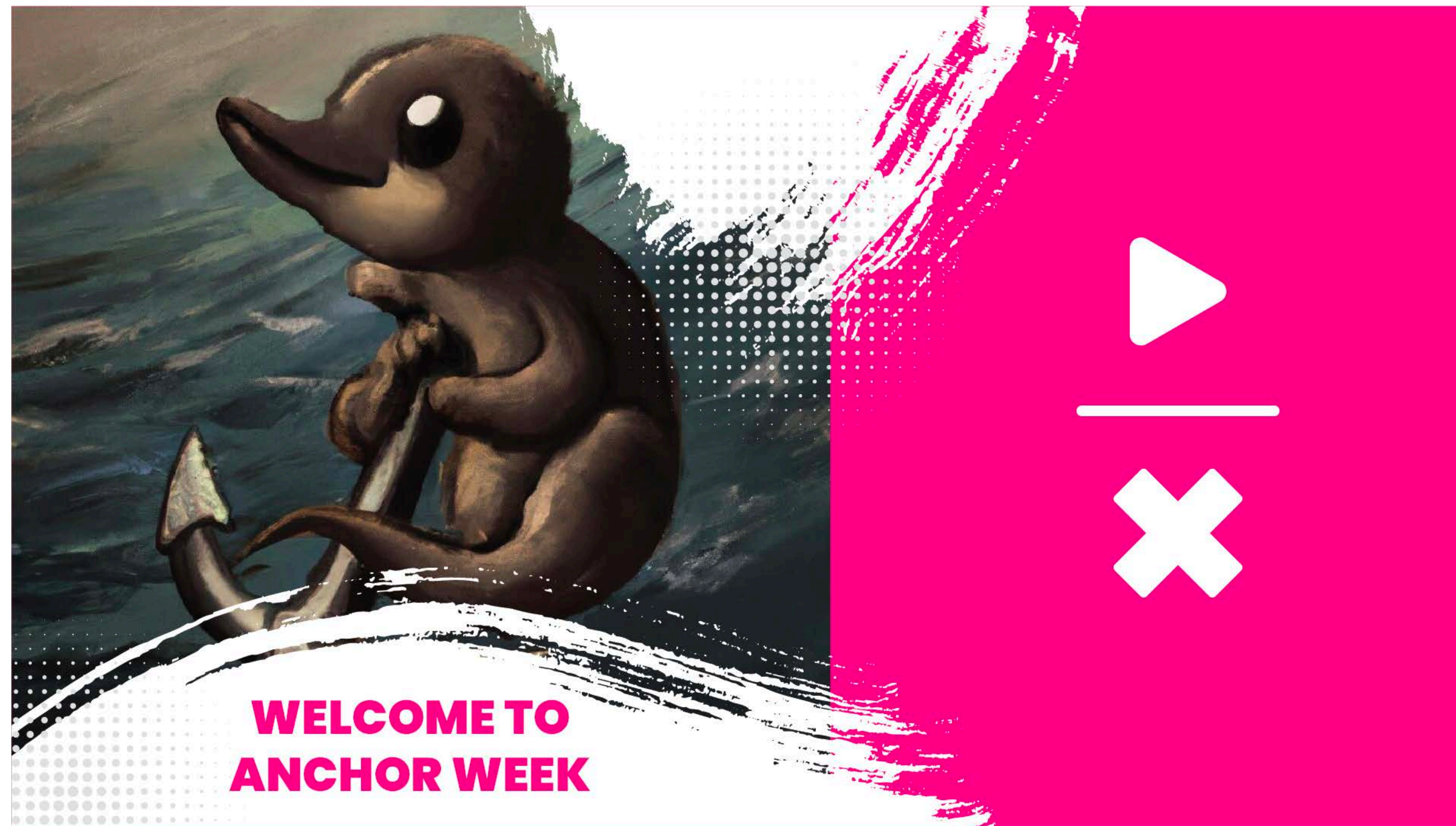
Distributed first principles

- ▶ equal terms independent of work location
- ▶ prioritise asynchronous communication
- ▶ work transparently
- ▶ focus on impact and outcomes
- ▶ document everything
- ▶ distributed and still connected

Intro Days



Anchor Week



Anchor Week



- There are 21 steps to complete this Lego Grand Piano
- Each step is a task on the PlayX Lego Jira Board
 - Scan the QR code
 - Or go to spot0fy.jira.net and search for the PlayX Lego Jira board
 - Find some team mates to spend some time building Lego with you
 - Assign the one of the tasks (lego steps) to your team members in Jira, and move the task to the in-progress column while you are building.
 - When you're done, set the task to Done so the next group can build the next step.
 - If the next team has assigned themselves to the next step, let them know you're done

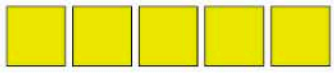
Post your progress pictures on #playx-from-anywhere


 **PlayX Lego Grand Piano**

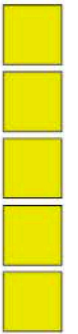
BINGO

Find someone celebrating their birthday this month	I participated in at least 2 fikas during Anchor Week	Find someone who has more than 3 pets	Find someone who woke up before 8am today	Find someone who prefers tea over coffee
Find someone with the same star sign as you	Find someone who can speak four languages	Find someone who knows the moves to the Macarena	Find someone born in the same month as you	Contribute to building PlayX LEGO
Find someone who has a sourdough starter	Find someone who likes banana on pizza	FREE	Find someone who can speak French	Find someone who has a vegetable garden
Find someone with > 5 heavy metal playlists	Find someone who has visited China	Find someone who prefers winter over summer	Add a new sticker to your laptop	Find someone who finished a book this week
Find someone who has a YouTube Channel	Find someone who is a DJ	Find someone who has 1000+ followers	Find someone who has visited Peru	Find someone who has climbed a mountain

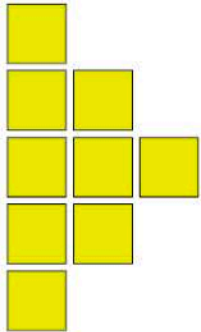
ROUND 1
Horizontal line



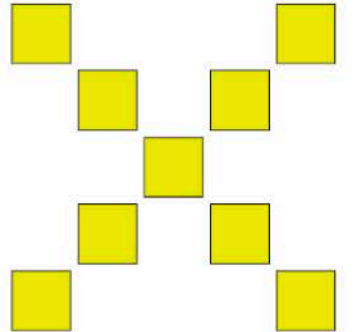
ROUND 2
Vertical line



ROUND 3
▶ (Any orientation)



ROUND 4
X



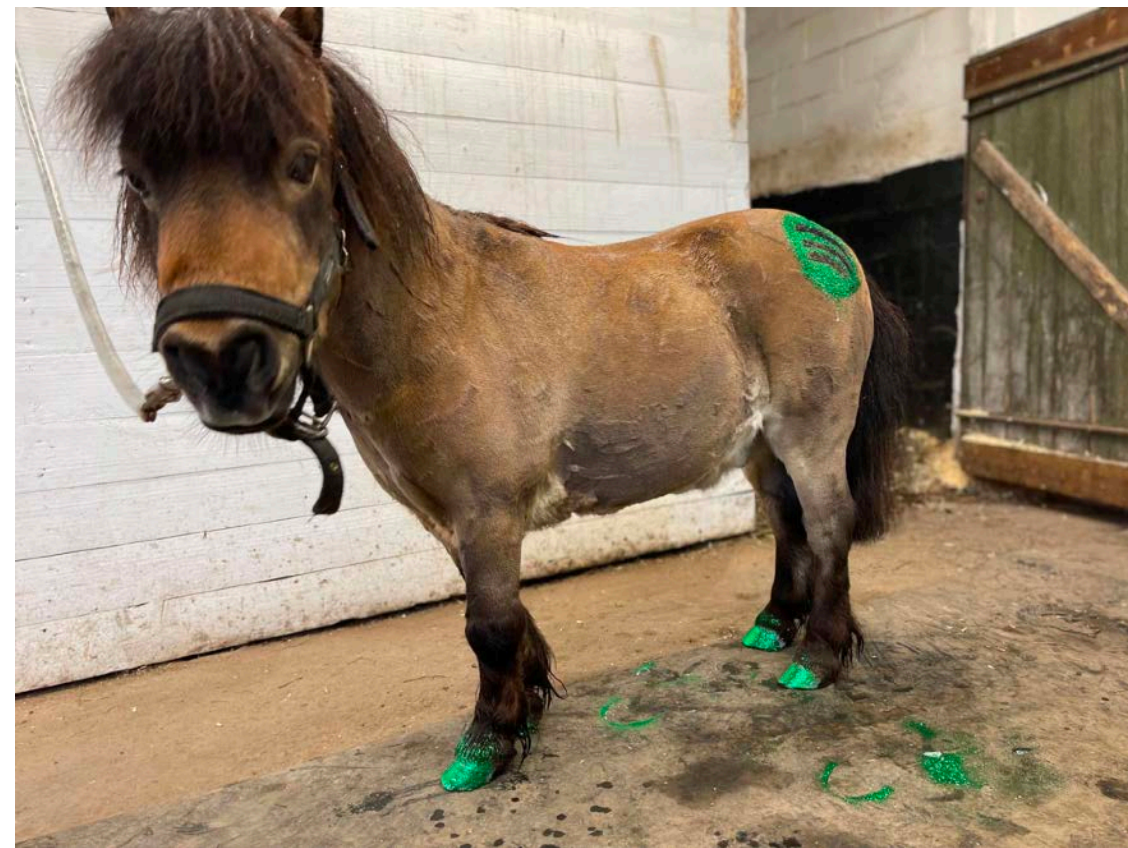
Anchor Week



Virtual Events



Local Events



What did we learn?

- ▶ Nobody likes to commute
- ▶ No one-size-fits-all for hybrid work
- ▶ Being very explicit pays off
- ▶ Value of regular cadence for in-person meeting (eg. 2/year)
- ▶ Office will serve a different purpose
- ▶ Critical mass of office presence is critical

How are you adopting to new ways of working?

Marcin Floryan

Director of Product & Engineering

Questions? [@mfloryan](#)

