

Interview Transcript

Interviewer: *Hello, Mark. Good morning! First of all, thank you so much for meeting me. I know you have a busy schedule.*

Interviewee: *Hi, Sid. No worries! It's my pleasure ...*

Interviewer: *As I mentioned in the agenda, this interview is for a research that I am doing titled "Impact of Unprecedented Remote Working due to COVID-19".*

Interviewee: *That's good. We don't have much research on it.*

Interviewer: *Thanks!*

[General discussion about the paper]

[The interviewee requested to keep his identity hidden]

Interviewer: *As you know the pandemic had a huge impact on everyone. What were the challenges that Glovo faced in the first 28 days when it moved to remote working due to the pandemic?*

Interviewee: *The virus impacted us in terms of business as well as operations. I will skip the part about the business as it's confidential but I can tell you about how it impacted our day to day working.*

Interviewer: *That's okay! I am more interested in how Glovo provided essential working conditions to its employees during the pandemic.*

Interviewee: *Good... First of all we had to fix our VPN. It was not enough for everyone. How can it be? We never had so many employees working from home. I am glad we were able to quickly fix that. All thanks to our wonderful IT team!*

Interviewer: *Hmmmm...*

Interviewee: *Then... we had to think about conducting the meetings online. It was also not tough. Luckily, there were many applications in the market for that. We just picked the one that fitted our price range!*

Interviewer: *Ohh...*

Interviewee: *We also had to think about sending the equipment. Although employees took their laptops and other belongings to their home before the lockdown, there were some cases of damage and devices not working properly. Back then, we just asked them to use their personal equipment if they can, otherwise we suggested that they wait.*

Interviewer: *Yeah! Everything was shut down, only the essential services were running. There was nothing you could have done.*

Interviewee: *Exactly! And finally... we communicated a lot. There was chaos and uncertainty about what's gonna happen. We kept them informed about everything including the state of our business and their employment. We reassured them their job is safe as most feared losing their employment.*

Interviewer: *That's good! Communication is important in such times.*

[Some follow up questions that were confidential and can not be shared]

Interviewer: *What happened afterwards? I mean after some time passed and the situation improved. What steps did Glovo take to support developers in the long run?*

Interviewee: *Although the situation improved, it was not clear when we would be able to go back to the office. There was news about the second wave of the virus. So we knew that they would be working remotely for a while. Hence, we did a lot of things to make sure they stay healthy and feel connected to their colleagues. For instance, we organized virtual interaction sessions where they interacted casually with their colleagues.*

Interviewer: *Hmmmm...*

Interviewee: *We started doing online exercises and games. The beer Friday's... we moved them online via zoom. We are thankful to all our employees who stood up in this time of crises and supported each other.*

Interviewer: *Yeah, I can say that beer Friday's was very helpful for me. We talked about what's happening outside, showed our pets, and talked about movies. It worked as a stressbuster for me.*

Interviewee: *I am glad to hear that.*

Interviewer: *But still, I can say for myself, I was not as productive as before. Do you think that employee's productivity suffered due to all this? How did Glovo handle that?*

Interviewee: *Yeah! We were aware that their productivity was suffering due to all this. One of the things we did was... eh... we relaxed the delivery velocity of teams. The managers were informed to ignore drop under 10%. Even if the drop was more, we didn't penalize, instead we interacted with them and tried to understand how we can help them.*

Interviewer: *That is just great! If I may ask, were there any requests from employees that Glovo couldn't fulfill?*

Interviewee: *Sure... Some employees requested for furniture. We decided to decline that request. After all, we are still a startup, so we have to spend our money very carefully.*

Interviewer: *Yeah! That makes sense. How do you think life would be after all this? Will it be the same as before?*

Interviewee: *Not really! The world has changed! We can't go back to our previous way of working. There is a new normal now. We have already started working on the office infra. You will see lots of sanitizers, boards telling you to keep a safe distance from each other. You'll see once you go back.*

Interviewee: *Well, that's all I wanted to know. Thank you so much Mark for taking out the time to give me this interview. Have a great day!*

Interviewer: *Your welcome Sid! And if you still wanna ask something, feel free to ping me on slack. Bye!*

NOTE: **The name of the interviewee was changed for anonymity.*