



Setting your staff up for strategic success





What strategy does for your agency

Better serve clients
Improve creative work
Rebrand your agency

Consult on deeper projects
Compete with bigger shops
Broaden your offering
Release a bottleneck





Hi! I'm Adam

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Agency resumé

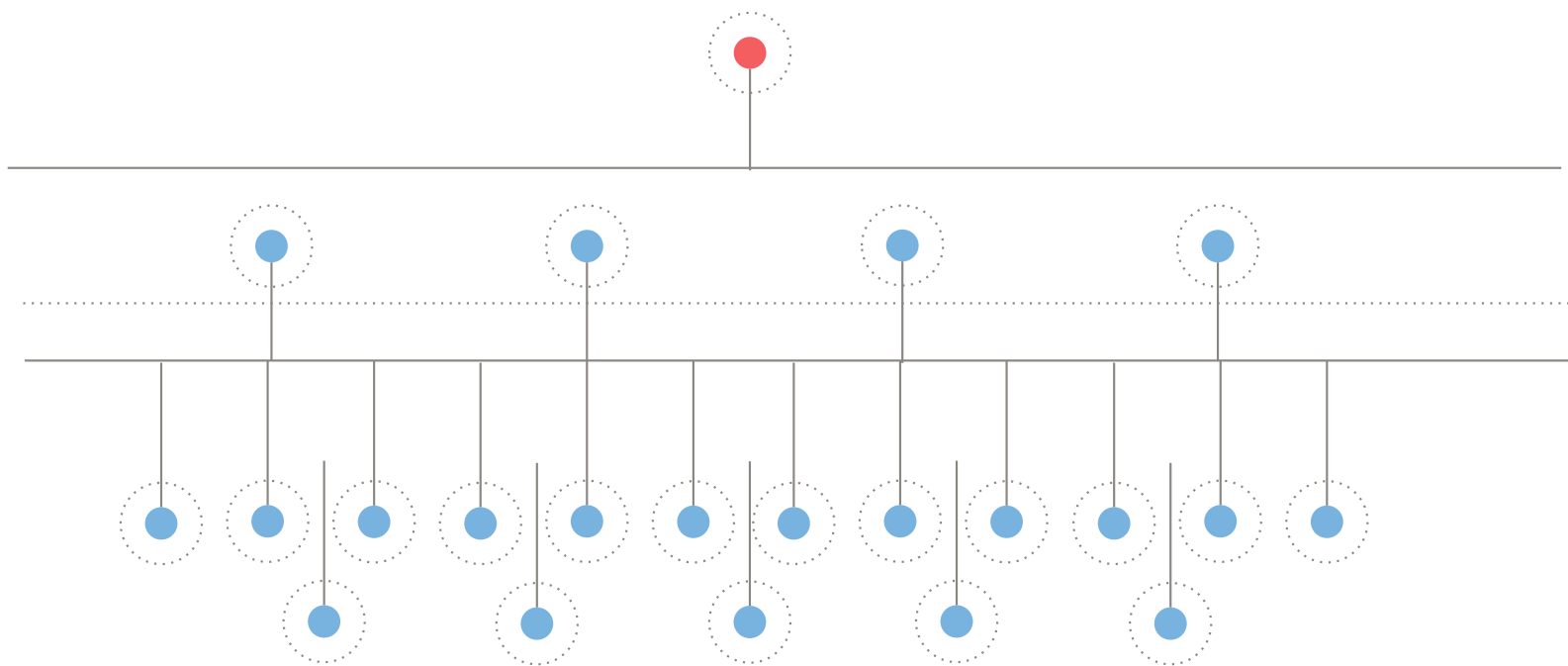


S A N T Y



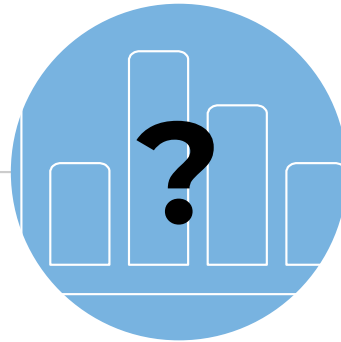


**What does
strategy look
like now?**



6

Source



What do you mean by ‘strategy’?

POLL



What do you mean by ‘strategy’?

Account planning

Brand strategy

Creative strategy

Comms strategy

Content strategy

Digital strategy

Experience strategy

Innovation strategy

Retail strategy

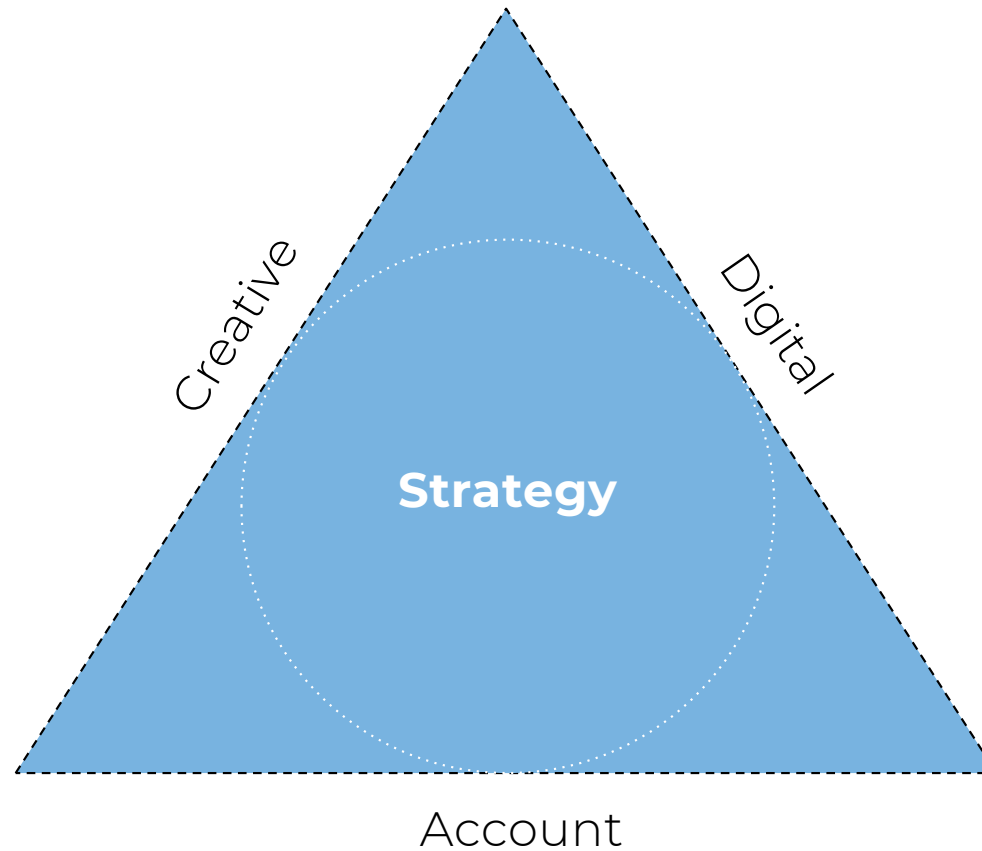
Social strategy





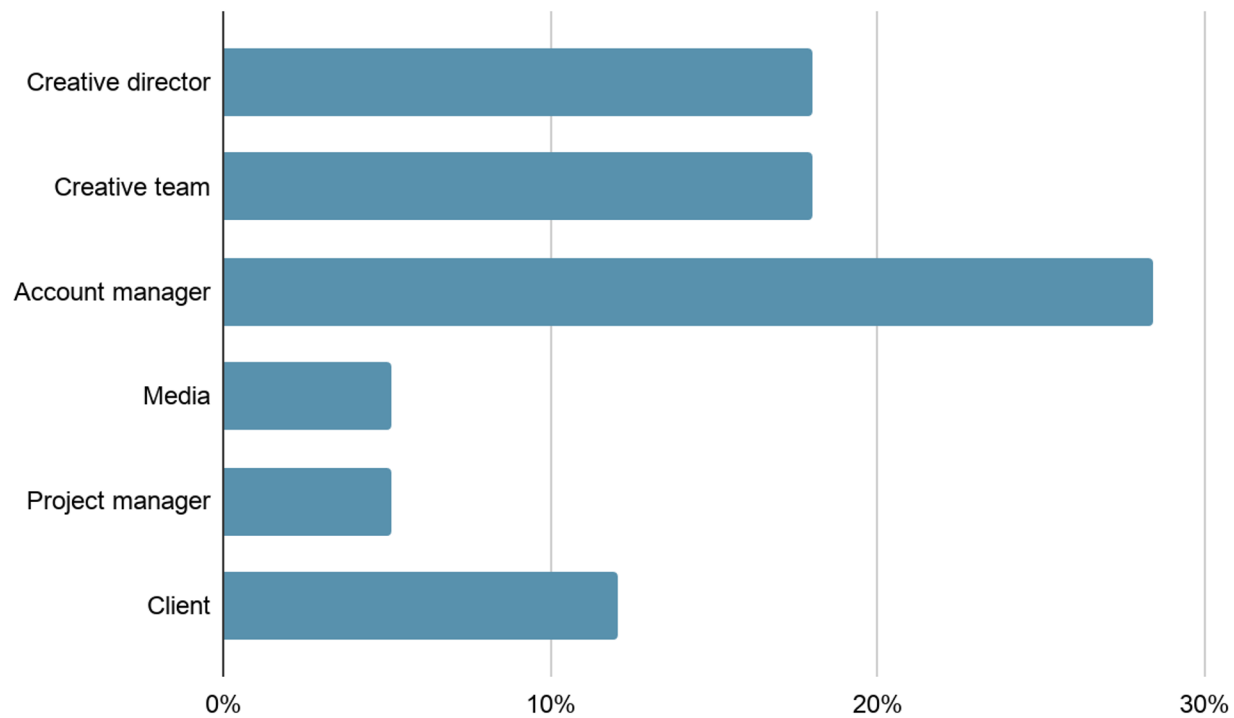
**Who does
strategy when
you are out?**

If it can't be somebody it has to be everybody





Who do you work most closely in your agency?





Culture of strategy



Beliefs
Customs
Artifacts



Belief: Show them the way

Give them the vision of what the agency will look like when strategy is incorporated.

“Why are we doing this?”

“What will be gained?”



Belief: Who is already doing this?

Identify existing strategy leaders:
Who is already thinking strategically or
hungry to learn?

Does not have to be formal, do what works
best for your existing culture



What makes a great strategist?

Creativity

Curiosity and drive to find information

Education and training

Empathy

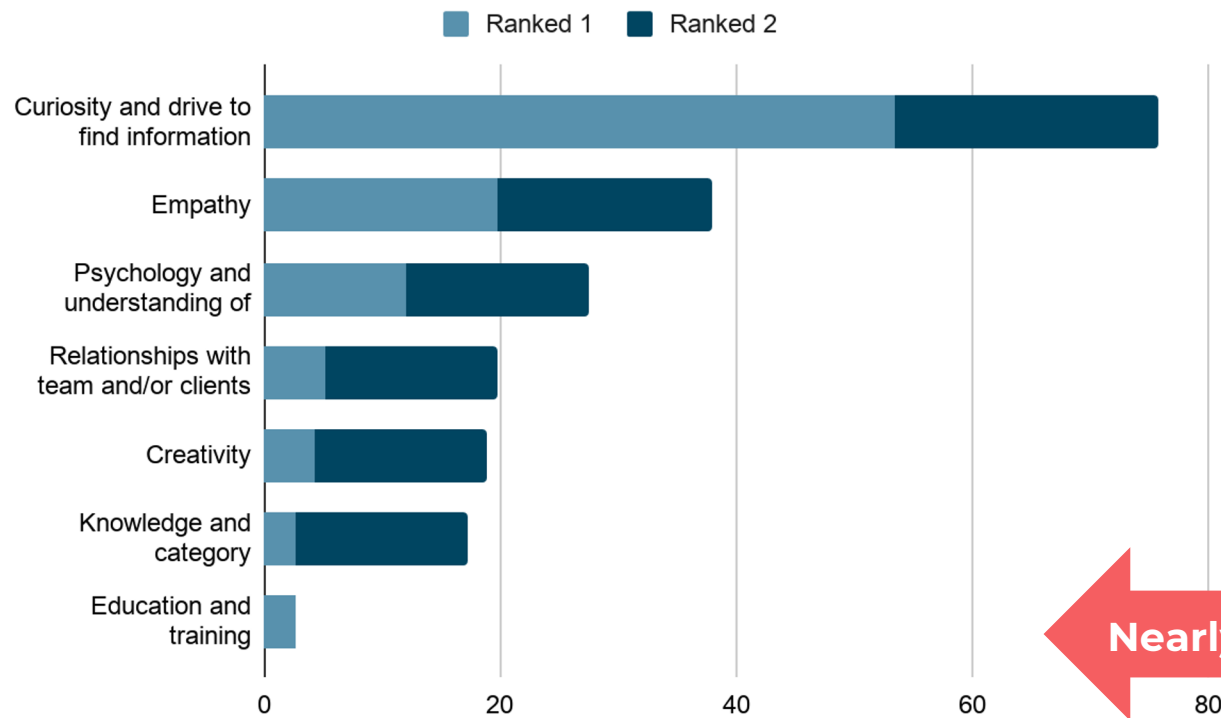
Knowledge and category understanding

Psychology and understanding of motivations

Relationships with team and/or clients



What makes a great strategist?



Nearly $\frac{2}{3}$ ranked this last



A word (okay, a few words) on training

Create a training program that works for your staff, culture and budget.

Uniform base requirements

Role- or level-based

Aspirational, earned



Belief: Behavior change is hard work

Incentives go further than mandates

Small rewards:

No meeting day

Lunch brought in

Happy hour

Bonus PTO



Custom: Start in the right places

Pilot with the clients who want or need this

Identify clients that aren't in need or won't improve the work to client expectations



Custom: Repetition builds habits

Create a consistent process that identifies when and where strategic decisions get made

Identify times in the process where strategy should be documented



Custom: Invite questions and debate

The best strategic cultures challenge everything on the merits of the thinking towards the defined objective

“It is not a privilege to question it is a requirement.”



Custom: Demand consistent language

Set clear definitions for all

- Goals
- Measurement (OKRs, KPIs)
- Deliverables
- Brand terminology



Artifact: Examine your briefs

Does your brief template demand strategic thinking or are they collecting orders from the client?

Are your teams applying rigor when they're completing a brief? Who is holding them to it?



Artifact: Make sure strategy is communicated

Require your teams to write and repeat the strategy for each component of the work

Make space for it in presentations

Add it as a reminder throughout a project



1. Input.

2. Insight.

3. Idea.



Artifact: Google is terrible for research

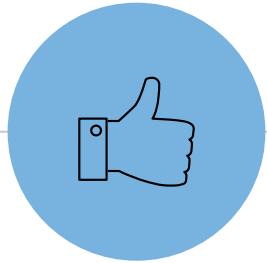
Understand the common types of information needed, get your team to research tools and research platforms

Create a tools budget, consider research and tools budgets for new clients





**Make it
work for you**



Questions

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