Transforming an Advertising Agency: Bringing an Agile Mindset Beyond Engineering
250 FREE Business Cards

- Printed on premium grade card stock
- Choose from 45 stylish designs
- Create in minutes and receive in as few as 3 days

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100% Satisfaction Guaranteed
All of our products are absolutely guaranteed. Every time. Any reason. Or we’ll make it right.

Standard Business Cards

Flyers

Postcards

Banners

Posters

Lawn Signs

Brochures

Websites
**Next**
- 2

**Analysis**
- 3
- Ongoing
- Done
- 2009-09-01
- 2009-09-05
- 2009-09-03
- 2009-09-02
- 2009-09-06
- 2009-09-07
- 2009-09-08

**Development**
- 3
- Ongoing
- 2009-09-01
- 2009-09-03
- 2009-09-07

**Acceptance**
- 2
- Ongoing
- 2009-09-01
- 2009-09-05
- 2009-09-03
- 2009-09-02
- 2009-09-06
- 2009-09-07

**Definition of Done:**
- Goal is clear
- First tasks defined
- Story split (if necessary)

- Code clean & checked in on trunk
- Integrated & regression tested
- Running on UAT environment

- Customer accepted
- Ready for production
The Agency at Vistaprint
David Grabel
Enterprise Lean & Agile Coach
BLAME
And then...
Staci Dubovik
Lean & Agile Coach
The Team’s Story
Team: What was our process like before?

frustrating
difficult
ambiguous
no trust
awkward
rushed
defensive
silenced
unclear
waffling
stressed
Aimless
inefficient
poor communication
disorganized
scared
overwhelming
blame
fearful
reactive
The issues we faced

Feedback “swirls”

Unclear decision rights

Long creative lead times
Dedicated team
Upfront alignment and visibility
More informal touch points
Team outings
Agile coaching and training
"Regardless of what we discover, we understand and truly believe that everyone did the best job they could, given what they knew at the time, their skills and abilities, the resources available, and the situation at hand."

--Norm Kerth, Project Retrospectives: A Handbook for Team Reviews
Lean practices
Lean practices

Daily stand-up at Kanban board

CR submission using ‘Idea Pipeline’

Retrospectives
Decision Effectiveness

Hypothesis

Results
Lead Time: Time it takes to move a project from “on deck” to “complete”

40 Days

15 Days

7 Days

-83% overall
Cycle Time: When the creative team starts work on a project to when it’s “complete”

-73% overall
Delivery Metrics

43% early
36% on time
21% late
Face-to-face communication

Transparency of data and goals

Frequent collaboration

Delivering value sooner

Self organized team

Welcome changing requirements

Reflection
How does the team feel since going Agile?

partnership  efficient  effective
happy  face-to-face  global
dedicated  approachable  collaborative
RAPID  fun  motivated
flexible  transparent  productive
sustainable  trust  visibility
Thinking Point

What would prevent Agile, with its software heritage, from working for an advertising agency?
Resistance

• Agile is great for software development, not for creative work
• “They” won’t let us experiment
  – Failure is not an option
• Our clients expect to see polished, professional work
• “The Agency model” (This is how it’s always been done)
The Coaches Story
Özlem Yüce
Lean & Agile Coach with Emergn
Creative request received

Assign to PM

Review request, attach task list

Kick-off

Designer and Copywriter work

Internal review

Internal edits

Client presentation meeting

Receive feedback and make changes

Files hand over to P&D

QA to check files showing up

Link form PTP to eBlocks

QA checks

Handover to Marketing

Build emails

Internal approval

Internal approval

Actual processing time

Lead time

10,5 hrs

2 hrs

7,25 hrs

7,25 hrs

21 days

18 days

9,03 hrs

18 days

9,03 hrs

10 days?

6 days

5 days

6 days

7,25 hrs

6 days

7,25 hrs

Internal approval
Creative request received

Assign to PM

Review request, attach task list

Kick-off

Designer and Copywriter work

10.5 hrs

2 hours

21 days
Internal review → Internal edits

7.25 hours

5 days

Internal approval
Files hand over to P&D → QA to check files showing up → Link form PTP to eBlocks → QA checks → Handover to Marketing

18 days

9,03 hrs
How can it possibly take that long to create one email?
# Stakeholder Analysis Matrix

<table>
<thead>
<tr>
<th>Stakeholder Name</th>
<th>Contact Person</th>
<th>Impact</th>
<th>Influence</th>
<th>What is important to the stakeholder?</th>
<th>How could the stakeholder contribute to the project?</th>
<th>How could the stakeholder block the project?</th>
<th>Strategy for engaging the stakeholder</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>EXAMPLE Nurses &amp; Midwives Union</strong></td>
<td>Carlos Davida, <a href="mailto:cdavida@nu.org">cdavida@nu.org</a> 0998 765 287</td>
<td>High</td>
<td>High</td>
<td>Maintaining working conditions for nurses</td>
<td>Agree for union members to implement the new reforms</td>
<td>Going on strike</td>
<td>Monthly round-table discussions</td>
</tr>
<tr>
<td><strong>Patient Advocacy Group</strong></td>
<td>Viki Chan, <a href="mailto:vchan@pag.org">vchan@pag.org</a> 888 587 101</td>
<td>High</td>
<td>Medium</td>
<td>Maximising quality of care for patients</td>
<td>Communicate with other stakeholders to express their support for reforms</td>
<td>Making complaints about quality of service after the reports</td>
<td>Information and feedback meetings every 6 months</td>
</tr>
<tr>
<td><strong>Sunday Times Newspaper</strong></td>
<td>Jane Smith, <a href="mailto:jsmith@stn.com">jsmith@stn.com</a> 888 587 101</td>
<td>Low</td>
<td>High</td>
<td>Getting a good story</td>
<td>Print stories that support the new reforms</td>
<td>Printing stories that oppose the new reforms</td>
<td>Quarterly press meetings</td>
</tr>
</tbody>
</table>
Liftoff Second Edition

Start and Sustain Successful Agile Teams

Diana Larsen and Ainsley Nies

edited by Katharine Doorak
Agile Practices

Doing Agile

Agile Mindset

Being Agile

Thanks, Bob Hartman

http://www.flickr.com/photos/tza/3214197147
We are discovering better ways of creating value for our customers and for our organizations through new approaches to marketing. Through this work, we have come to value:

1. **Customer success** over internal KPIs (Key Performance Indicators)
2. **Validated learning** over opinions and conventions
3. **Frequent iterative experiments** over big bang introductions
4. **Collaboration** over silos and hierarchy
5. **Responding to change** over following a plan

KANBAN
FLOW - FASTER DELIVERY
1

Visualize the work
Limit WIP 2
Manage Flow
Internal review ➔ Internal edits

7.25 hours

5 days
Make Process Explicit
PROBLEMS

- Changes made half-way thru
- Subjective feedback

SUCCESS =
- Number of rounds
- 10 creative requests

SOLUTIONS

- Face-to-face
- Daily meetings
- Sketching

THE NECESSARY DETAILS
Not "more" but what is needed to remove "guesswork"

KICK-OFF

- Longer time/in-depth
- Start sketching right then or right after

RULE:

- If we can't provide a sketch within the day of kick-off, then the kick-off can't happen yet

- Informal (daily meeting)
  No room - can be at big table
  Marketing + Creative
1. Brainstorm w/copywriter

2. Run direction by Leads
   L2 client by off

3. Create
   New photoshop file <--- Copy file
   Get photography
   Get content - Hi-res feeding tool
   Block it up - text on content

4. Design layout
   Design layout > Get content - Hi-res feeding tool
   Block it up - text on content
   Copy over to Final/buy up layout

4A. Copy ready - place it cell
   Copy over to Final/buy up layout

4B. Designer setup index - Dreamweaver manual

5. ICR - Big Project - face-face meeting / one off on-line review
   Implement feedback - summit again to leads (2 times)

6. Lead/STA/approval

7. PM Send to Client

8. Client feedback

9. Client approval

10. Get ready for P+T
   10A. Clean up Photoshop
   10B. Alter production
   10C. Production handoff
Create Feedback Loops
FEEDBACK LOOPS

Feedback to Osk from Tiffany / Kelly / Erin
- copy (internal)
- design (internal)
- brand
- user experience
- adherence to CR/strategy

IDEA CREATION (internal to client)
- exploration of campaign structure
- financial prediction

ASSESS (AM + client IPC concept)
- exploration of concept
- discussion of ideas
- final ticket created

CREATIVE EXECUTION

EXTERNAL FEEDBACK
- save as internal
- drive revenue / engagement
- OR best practices

POST-DEPLOYMENT

how much $ did email make
Collaborate & Experiment
Challenge: Decision rights are too high, resulting in a delay of approval/feedback/delivery.

Opportunity:

Hypothesis: By pushing decision rights down to the core team, we can reduce time to gather approvals, resulting in a faster delivery of assets.

Pick a green level sale that the core team will own the decision rights.
Signage EPM

March 26, 2015

• Bookings wise, the signage drop performed to, if not slightly above expectations
  – Compared to the MM drops, the signage drop performed better across all KPI’s with the exception of AOV, which makes sense due to the lower discount and lower qty needed for signage

• Signage products accounted for 37% of product bookings, which is a lower % compared to other product drops (like MM), however BC as well as a variety of other products were discounted as part of the Signage EPM coupon, so this was expected

<table>
<thead>
<tr>
<th>72 hr</th>
<th>Sent Count</th>
<th>Booking Usd</th>
<th>Open Rate</th>
<th>CTR</th>
<th>Conversion Rate</th>
<th>Order Rate</th>
<th>AOV Usd</th>
<th>NBK Usd Calculated</th>
<th>GM %</th>
<th>GM Usd</th>
<th>NA Email Channel Bookings</th>
</tr>
</thead>
<tbody>
<tr>
<td>26-Mar</td>
<td>2,969,335</td>
<td>$134,268.00</td>
<td>16.8%</td>
<td>6.0%</td>
<td>9.6%</td>
<td>0.10%</td>
<td>$47.08</td>
<td>$</td>
<td>72%</td>
<td>97,330</td>
<td>$183,071.00</td>
</tr>
</tbody>
</table>
Overwhelming success opened the door

• Agile across the globe
• Enterprise Agile, starting with the executive team
Key success factors

- Executive support. Permission to fail
- Agile Education. Focus on Agile Mindset
- Agile Values and Principles decoupled from software
- Kanban Method
- Never miss an opportunity to exploit a good crisis
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