



# Transforming a Creative Agency

# Pair & Share

- In pairs answer: What would prevent a software methodology like Kanban from working for an advertising agency?
- Share with another pair

# 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)



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Standard Business Cards >

★★★★★ (12678)

Up to 40% off



Flyers >

★★★★★ (544)

Up to 40% off



Postcards >

★★★★★ (2734)

1 starts at \$9.99



Banners >

★★★★★ (1515)

10 start at \$9.99



Posters >

★★★★★ (733)

1 starts at \$9.99



Lawn Signs >

★★★★★ (641)

33% off



Brochures >

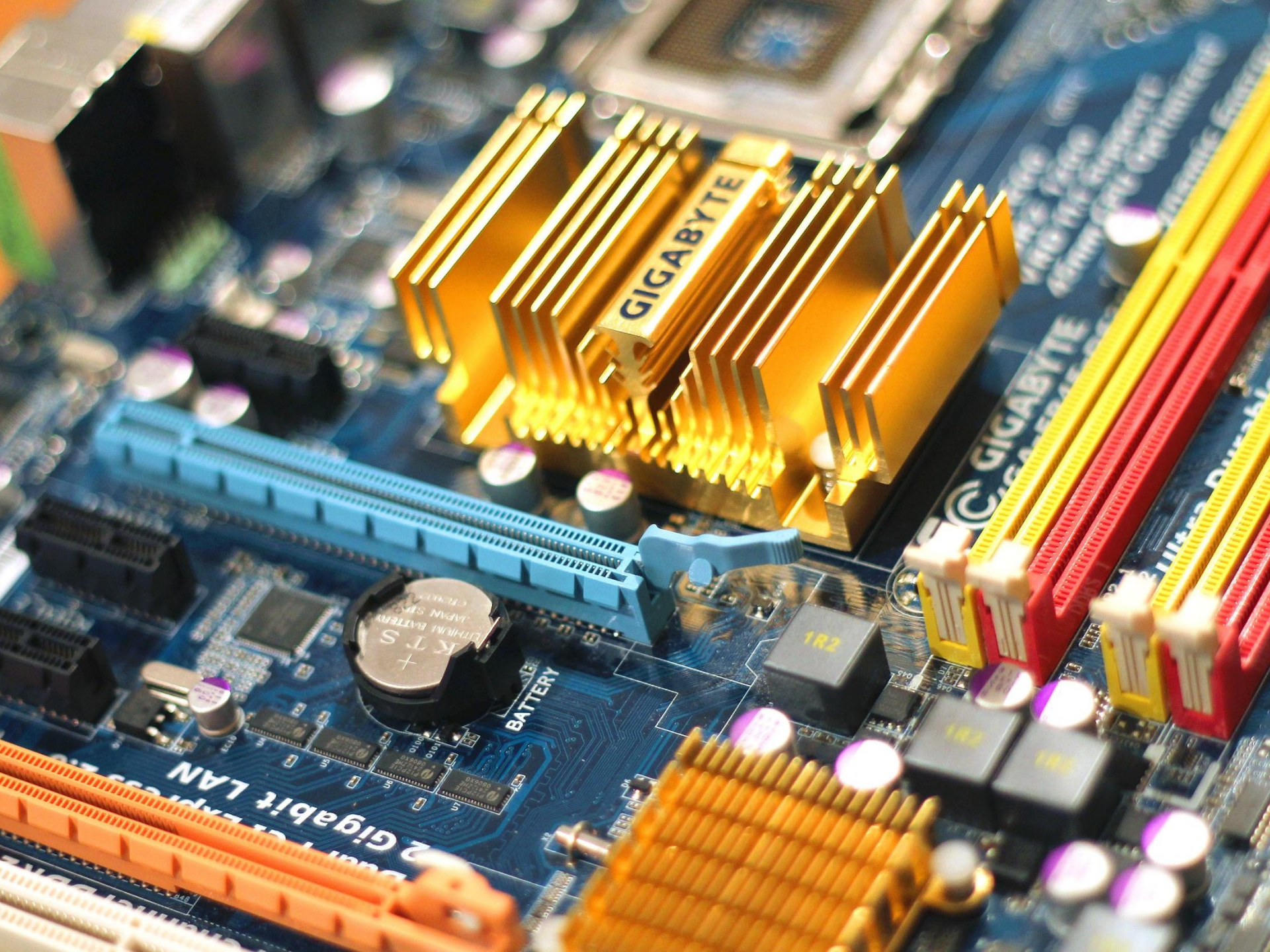
★★★★★ (923)

40% off



Websites >

★★★★★ (575)



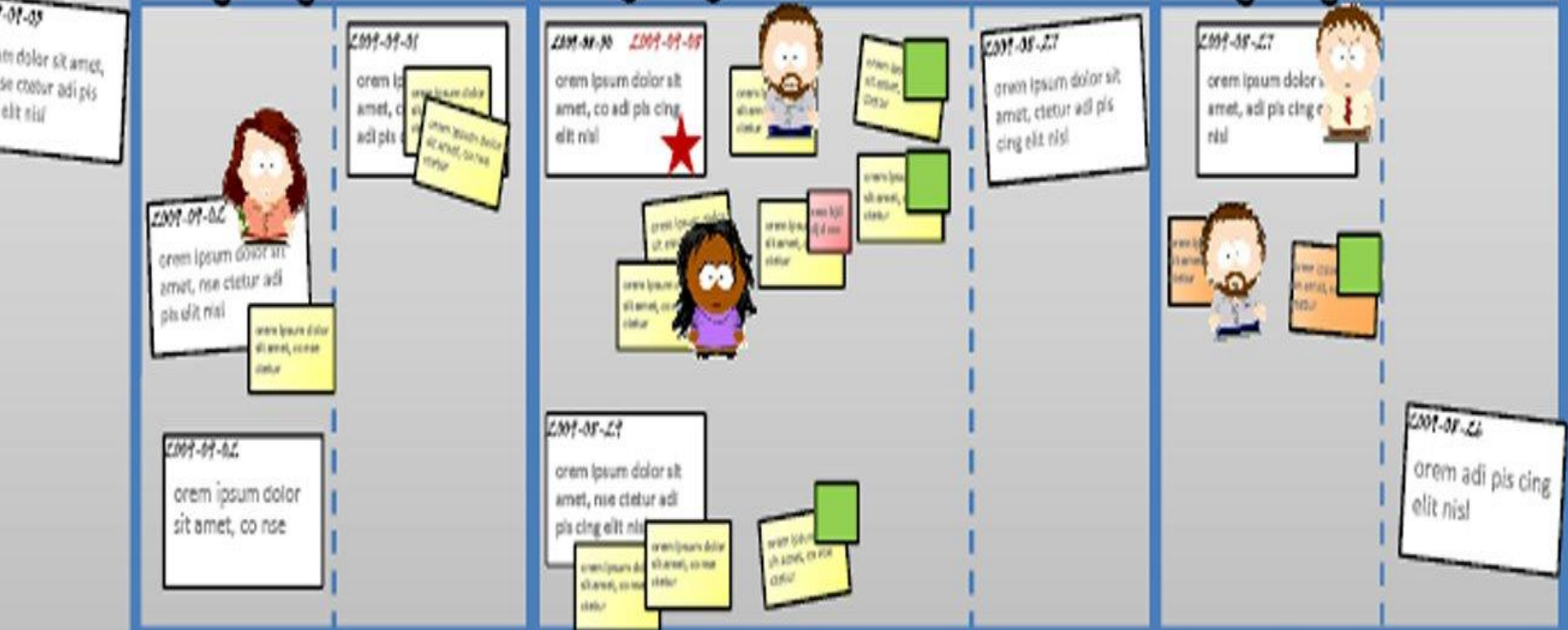






|           |               |                  |                 |
|-----------|---------------|------------------|-----------------|
| Next<br>2 | Analysis<br>3 | Development<br>3 | Acceptance<br>2 |
|-----------|---------------|------------------|-----------------|

|  |         |      |         |      |         |      |
|--|---------|------|---------|------|---------|------|
|  | Ongoing | Done | Ongoing | Done | Ongoing | Done |
|--|---------|------|---------|------|---------|------|



Definition of Done:

- Goal is clear
- First tasks defined
- Story split (if necessary)

Definition of Done:

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

Definition of Done:

- Customer accepted
- Ready for production



MONTH: \_\_\_\_\_

SUN

MON

TUE

WED

THU

FRI

SUN

MON

TUE

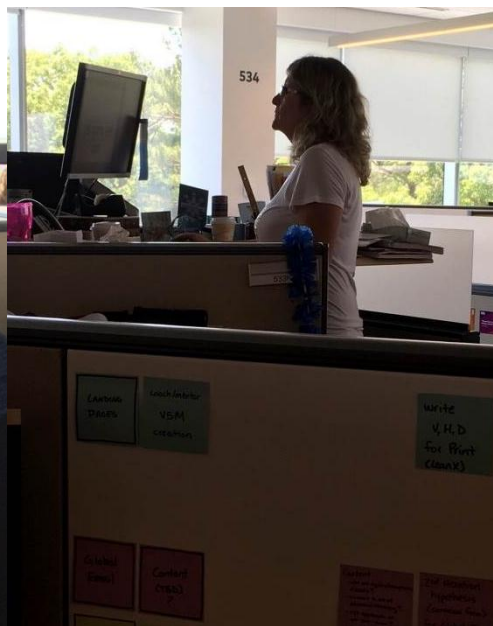
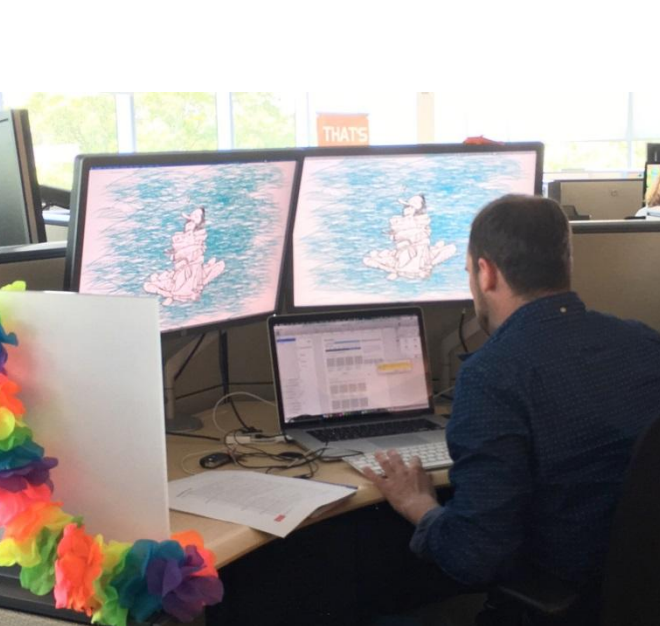
WED

THU

FRI



# The Agency at Vistaprint











**Staci Dubovik**

Lean & Agile Coach

# The Executive Story



**OBSERVE**  
& COLLECT DATA



**ANALYZE**  
THE COLLECTED  
INFORMATION



**REFLECT**  
ON THE DATA



**COMMUNICATE**  
WITH OTHERS



**TAKE  
ACTION**





**BLAME**

And then...

**BLAME**

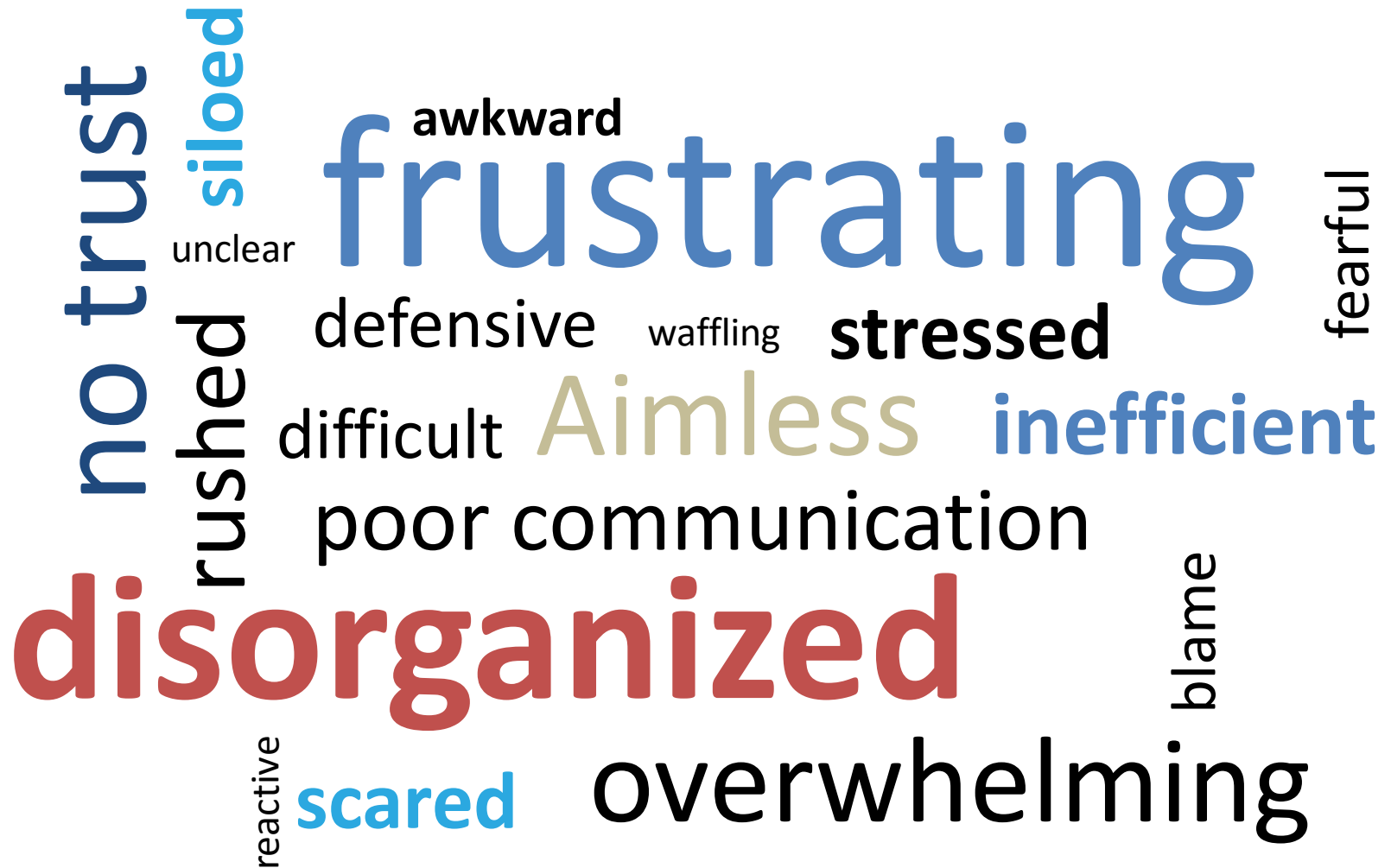


# The Team's Story





Team: What was our process like before?



# The issues we faced

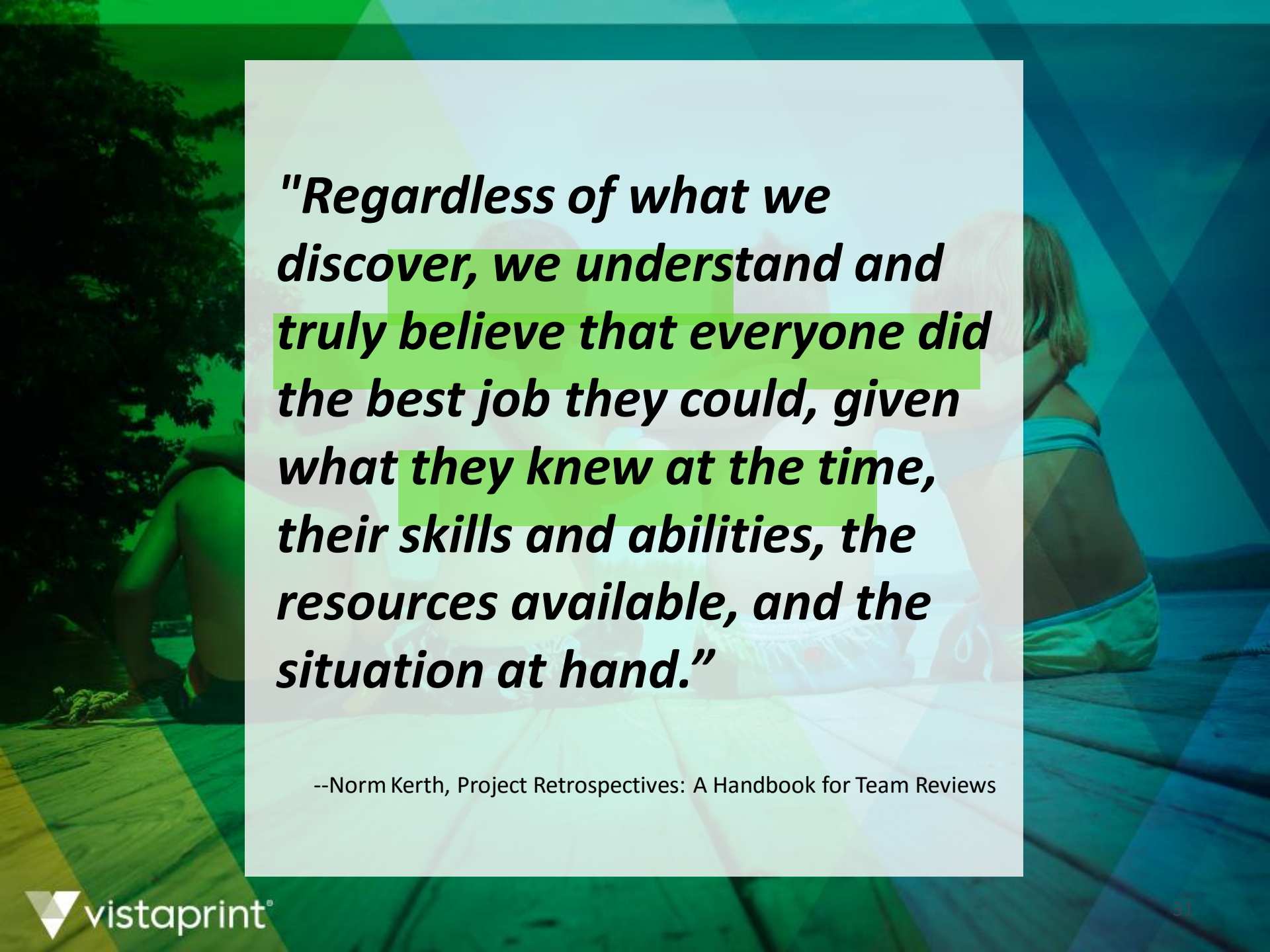
Feedback “swirls”

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





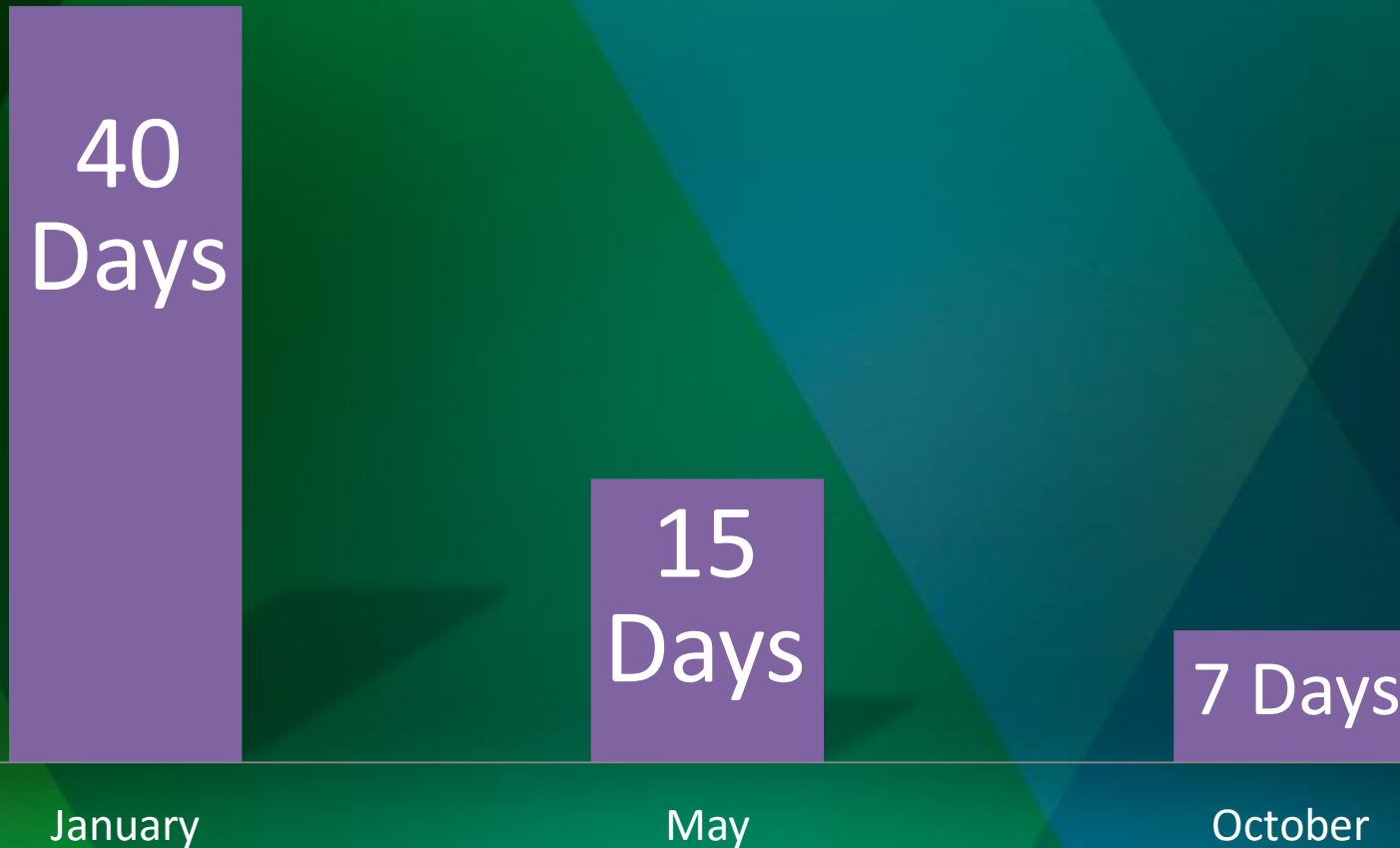
# Decision Effectiveness

Hypothesis

Results

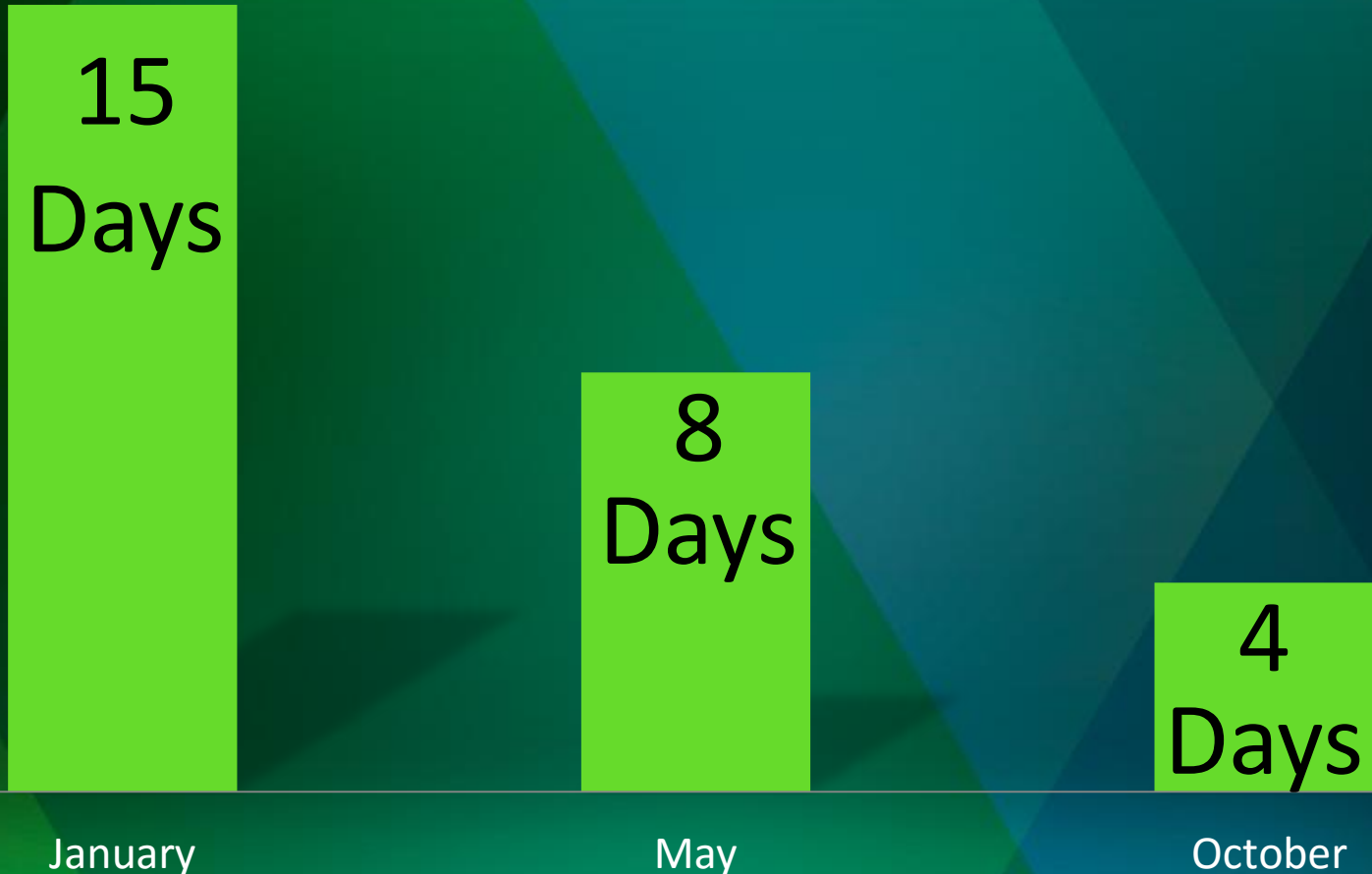


Lead Time: Time it takes to move a project from “on deck” to “complete”



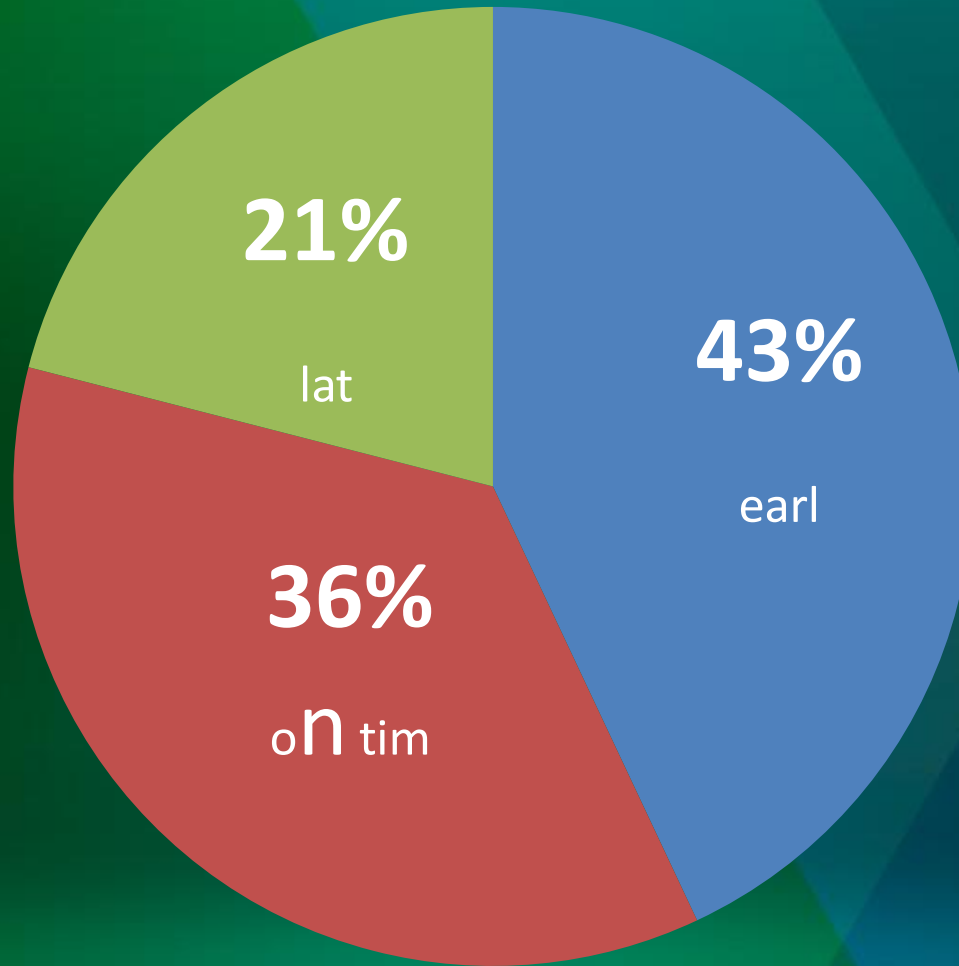
**-83% overall**

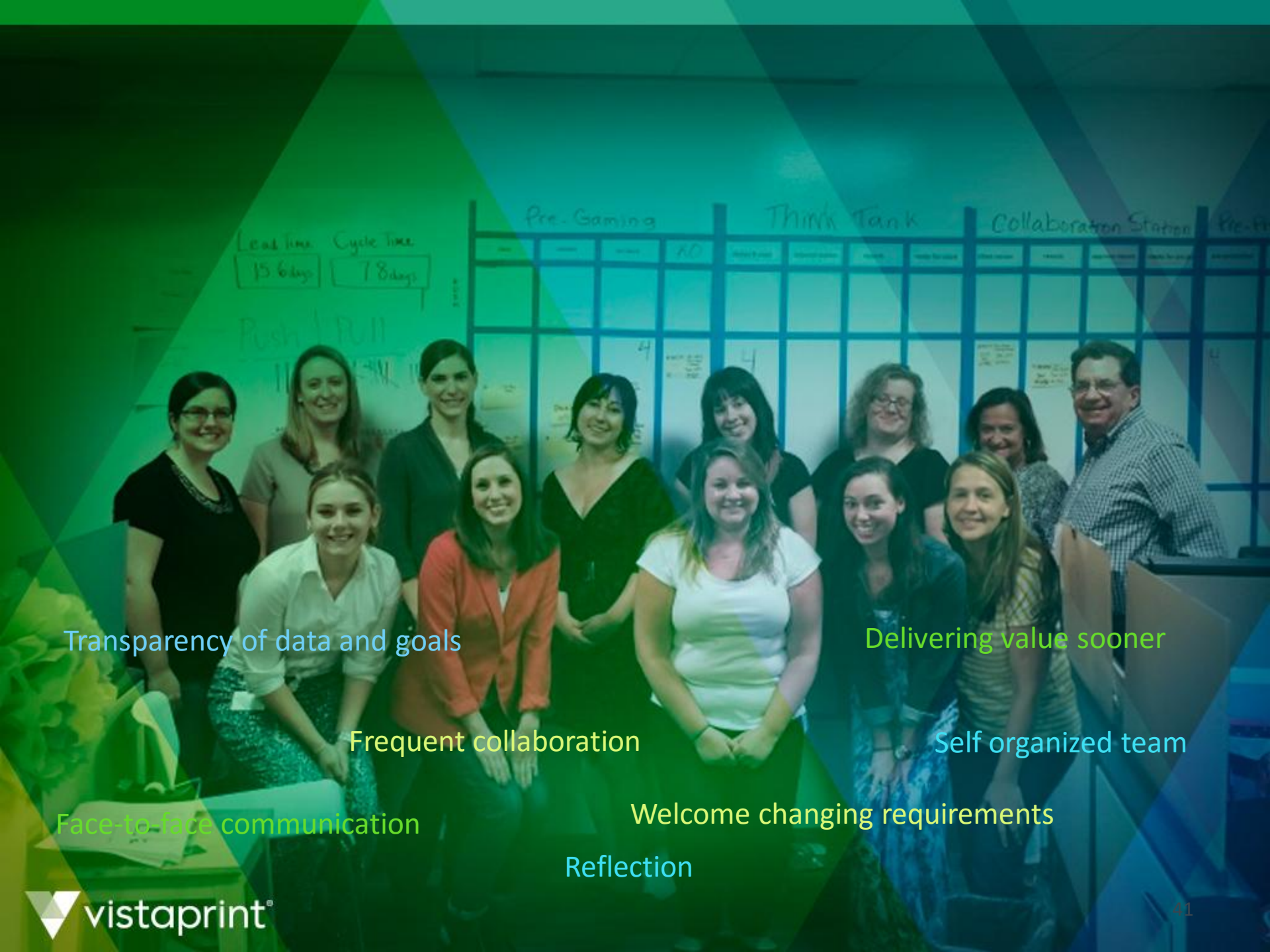
Cycle Time: When the creative team starts work on a project to when it's "complete"



**-73% overall**

# Delivery Metrics





Transparency of data and goals

Delivering value sooner

Frequent collaboration

Self organized team

Face-to-face communication

Welcome changing requirements

Reflection

How does the team feel since going Agile?





## **David Grabel**

Enterprise Lean & Agile Coach



# Lean and Agile Coaching



# The Coaches Story



# Özlem Yüce

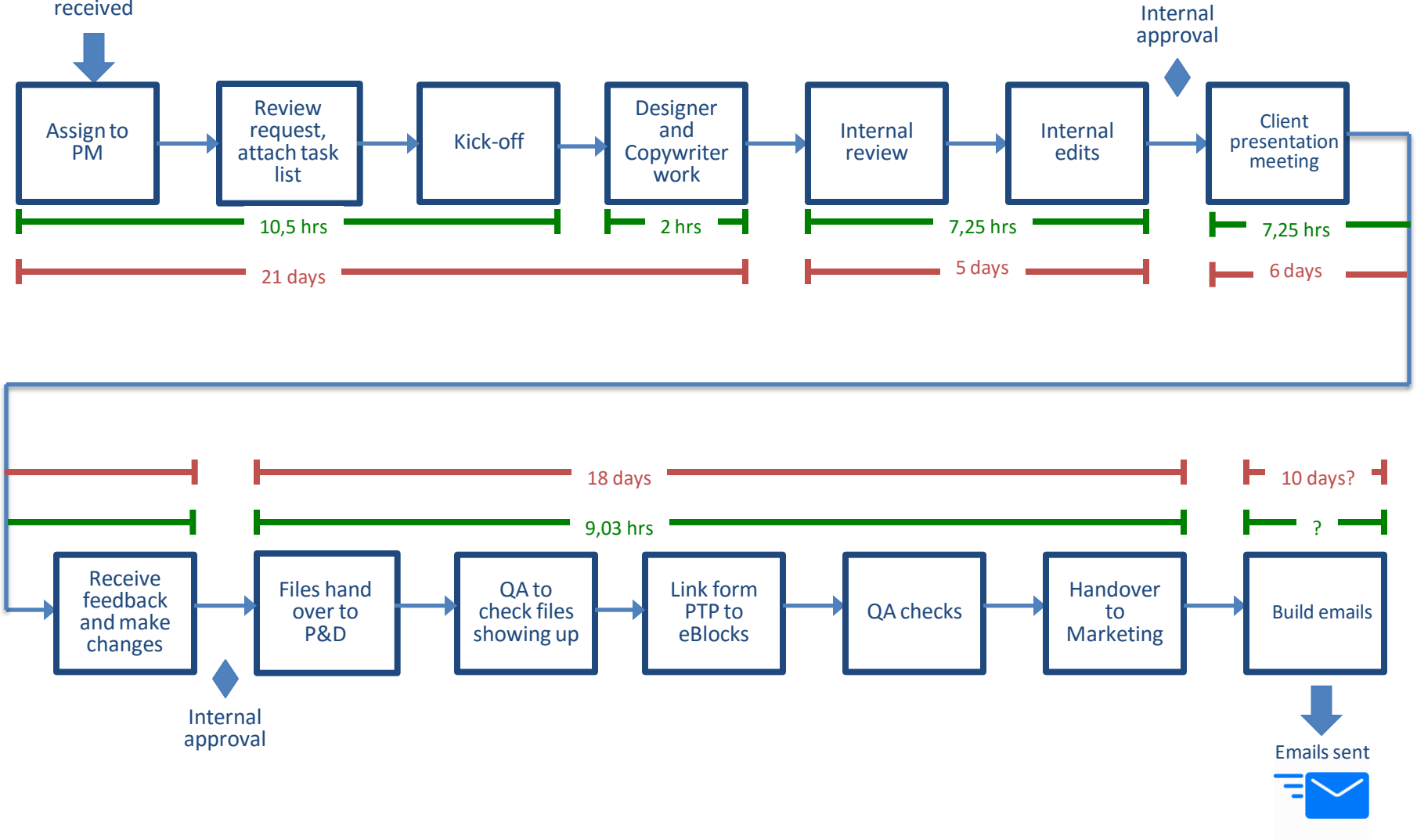
Lean & Agile Coach with Emergn



Creative request received

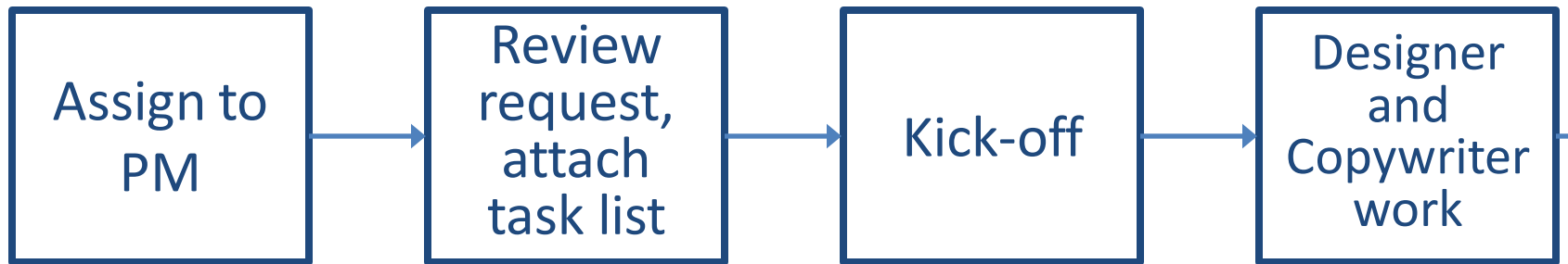
= Actual processing time

= Lead time





Creative request received

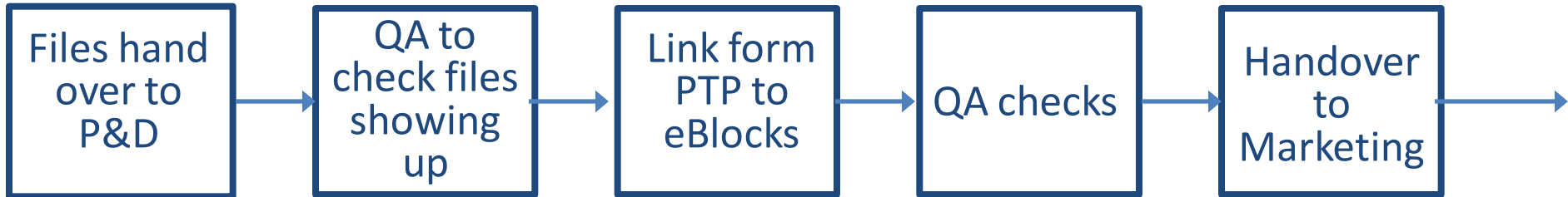


Internal approval



18 days

9,03 hrs



How can it possibly take  
that long to create one  
email?





# Liftoff

Second  
Edition

Start and Sustain  
Successful Agile Teams



Diana Larsen  
and Ainsley Nies  
*edited by Katharine Dvorak*

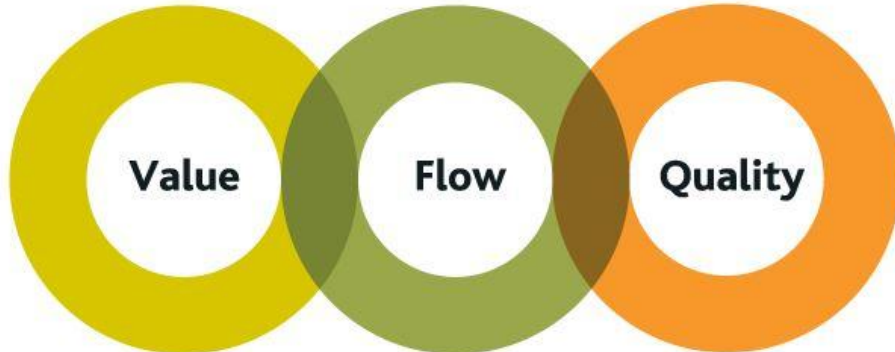
# AGENDA

- 15 MINUTES • WELCOME  
TIFFANY & MELLISSA -  
VISION - PROBLEMS,  
GOALS, CoD (100K THRESHOLD)
- 15 MINUTES • TEAMS SHARE PROBLEMS PAIN
- 15 MINUTES • BRAINSTORMING ISSUES TO  
BE ADDRESSED
- 5 • PRIORITIZATION -  
DOT VOTING
- 5 • EXPLAIN SMART
- 5 MINUTES BREAK • BREAKOUTS FOR
- 45 MINUTES • SOLUTIONING - "SMART" ROOMS  
(COACHES AS FACILITATORS)
- 15 • REPORT OUT

? 90 MINUTES  
AGILE PRINCIPLES & VALUES

Remember -

Agenda

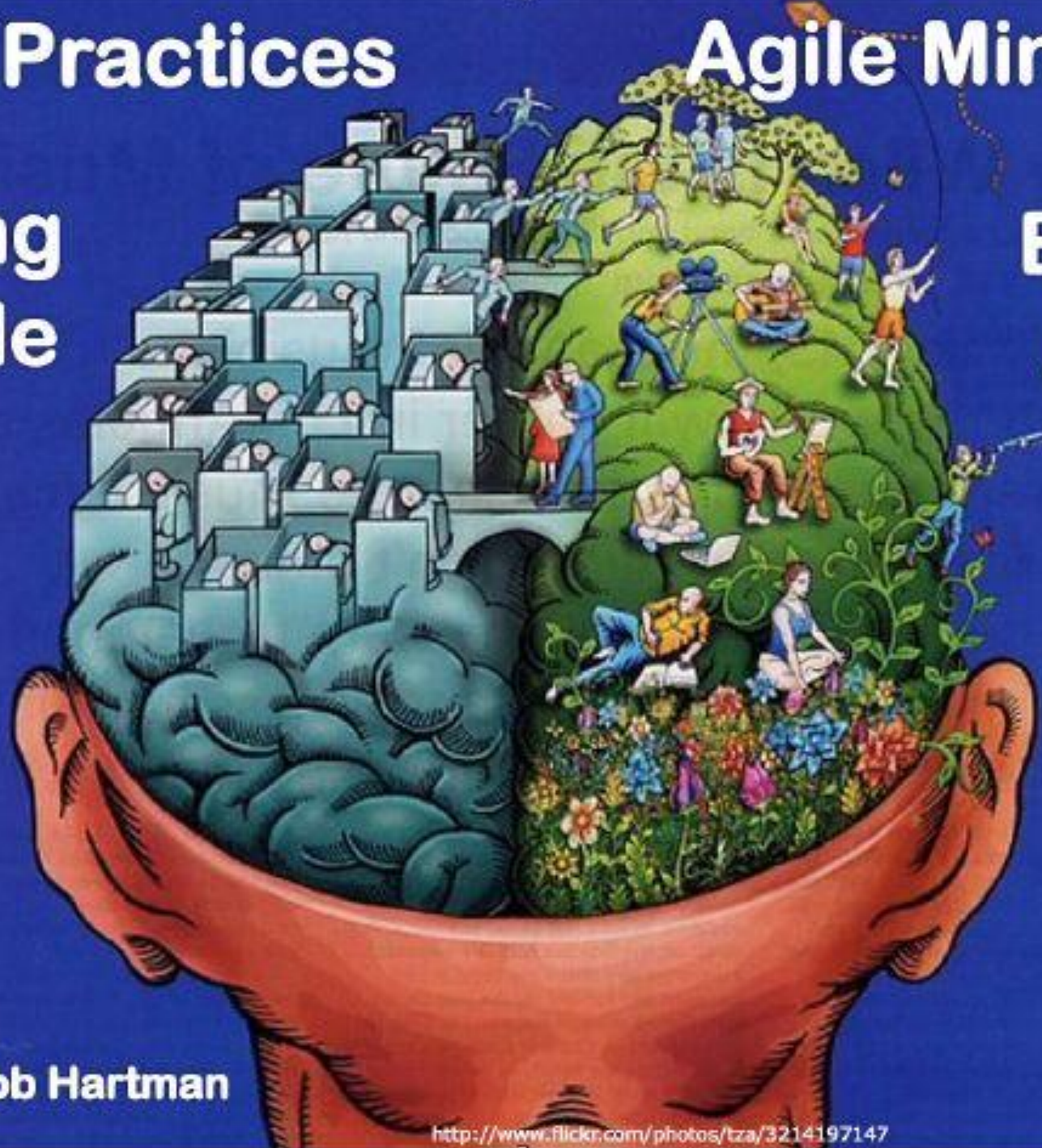


**Agile Practices**

**Agile Mindset**

**Doing  
Agile**

**Being  
Agile**



**Thanks, Bob Hartman**

<http://www.flickr.com/photos/tza/3214197147>

# Vistaprint's Agile Marketing Values

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

Derived from Agile Marketing Manifesto. See: <http://agilemarketingmanifesto.org/>

看板

KANBAN

FLOW - FASTER DELIVERY



Visualize the work





RUSH

NORMAL

LOW

SPECIAL

idea

assess

on-deck

de

# - Product Deals Campaign B Email  
Due: 6/8  
client: olivia

# - Offer Countdown Sale  
Due: 6/11  
client: olivia

# - Memorial Day Sale  
Due: 5/14  
client: kira

# - Heat Spend + Save  
Due: 5/11  
client: Kim

# - IPC Bundle B Email  
Due:  
client: kira olivia

# - 3-day Yellow Sale

# - Email Exclusive Top Banners

# - Partner Email Square  
Due: 4/6  
client: Lisa

#123500 - Zillow Banner  
Due: 4/10  
client: Julia Terry

# - Bundles Concept

# - HE CARE Test Signage Email  
Due: 5/5  
client: Brianna

#121900 - Survey Updates + Template Email  
Due: 4/8  
client: Kim

# - Signage GM Emails  
Due: 5/1  
client: Brianna

# - May 2014 Up to 40% Email  
Due: 4/20

#122814 - Long Sleeve T-shirts Tiles  
Due:  
client: Brianna

#123150  
Jon

#  
Jon  
Joanna  
Karen

No CR  
Karen  
Joanna  
Nicole

#122815  
(Rob)

# - Tiles  
Luba  
Karen

# - Tiles  
Luba  
Karen

#117703 - Tiles 7-11  
Nicole  
Karen

# - Tiles  
Neil  
Karen

#119457 - Tiles  
Luba  
Karen

de



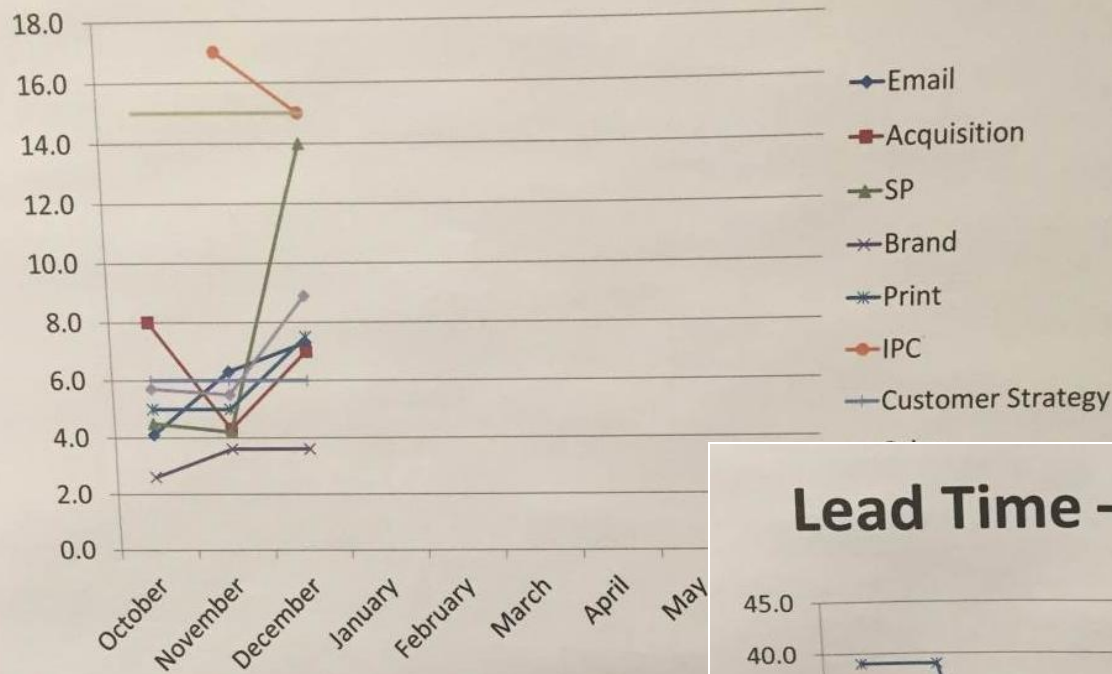
**Limit WIP**

| idea  | assess | on-deck  | design & copy | internal review   | rework | ready for client | client review   | rework | approve rework | ready for pre-prod | pre-production | ready for pld | pld | complete |  |
|---|--------|--|---------------|---|--------|------------------|---|--------|----------------|--------------------|----------------|---------------|-----|----------|--|
| <p># - Product Details Campaign 8/20/02<br/>Due: 6/11<br/>Client: Alcoa</p> <p># - Other Campaign, Suite<br/>Due: 6/11<br/>Client: Alcoa</p> <p># - Memorial Day Sale<br/>Due: 5/14<br/>Client: Alcoa</p> <p># - IFC Tutorial Email<br/>Due:<br/>Client: Kim, Alcoa</p> |        | <p># - [unclear] 4/22<br/>Due: 4/20<br/>Client: Alcoa</p> <p>#12118 - Summary Update + Trademark Due<br/>Due: 4/27<br/>Client: Alcoa</p> <p>#12451 - 9 for 10 Concept<br/>Due: 4/24<br/>Client: Alcoa</p> <p># - 30% off Exhibit<br/>Due: 5/4<br/>Client: Alcoa</p> <p># - BE CARE For Signage Design<br/>Due: 5/5<br/>Client: Alcoa</p> <p># - Email Initiative for Alcoa<br/>Due: 6/15<br/>Client: Alcoa</p> | 4             |   |        |                  | <p>#12350 - [unclear]<br/>Due: 4/10<br/>Client: Alcoa</p> <p>#12350 - 2 for 10 Banner<br/>Due: 4/10<br/>Client: Alcoa</p> <p>#12350 - [unclear]<br/>Due: 4/10<br/>Client: Alcoa</p> |        |                |                    |                | 4             |     |          |  |
|   |        | <p>#122814 - Long Sleeve T-shirt Title<br/>Due:<br/>Client: Alcoa</p> <p>#12705 - Chrome Check<br/>Client: Alcoa</p> <p>#12705 - Chrome Logo Sign (Small)<br/>Client: Alcoa</p> <p>#12705 - Chrome Long Sleeve T-shirts<br/>Client: Alcoa</p>  | 4             | <p>#12115 - SL Library<br/>Due: 4/13<br/>Client: Kelly, Kim</p> <p>#12405 - Ties - Logo<br/>Due:<br/>Client: Alcoa</p> <p>#12405 - Ties - Missing Ties<br/>Due:<br/>Client: Alcoa</p> <p># - Ties - Buttons<br/>Due:<br/>Client: Alcoa</p> <p># - Ties - Ink<br/>Due:<br/>Client: Alcoa</p> |        |                  |   |        |                |                    |                |               |     |          |  |
|   |        |  |               |   |        |                  |   |        |                |                    |                |               | 2   |          |  |

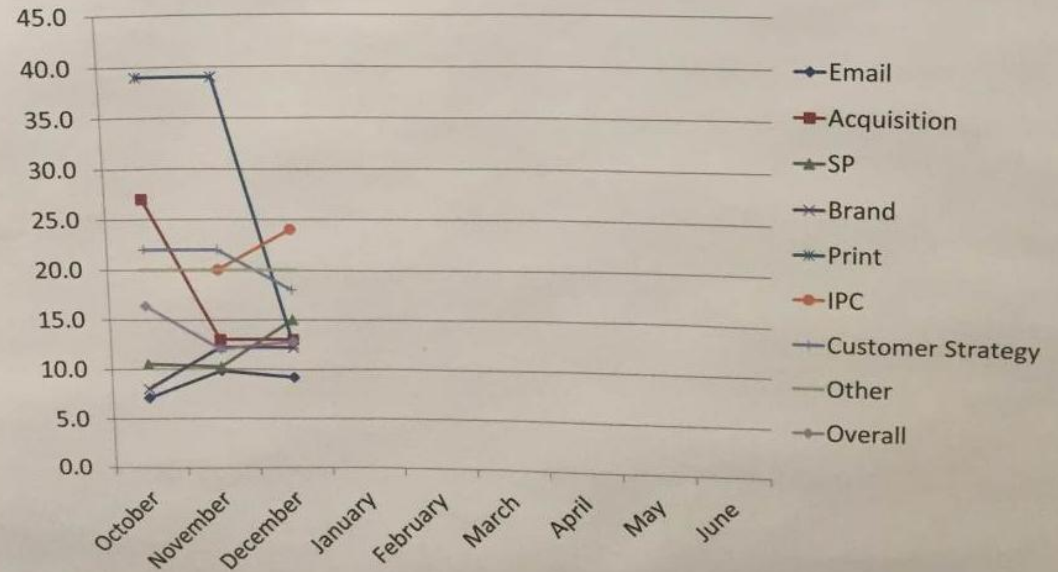


# Manage Flow

# Cycle Time – Month by Month



# Lead Time – Month by Month



Back to Reports

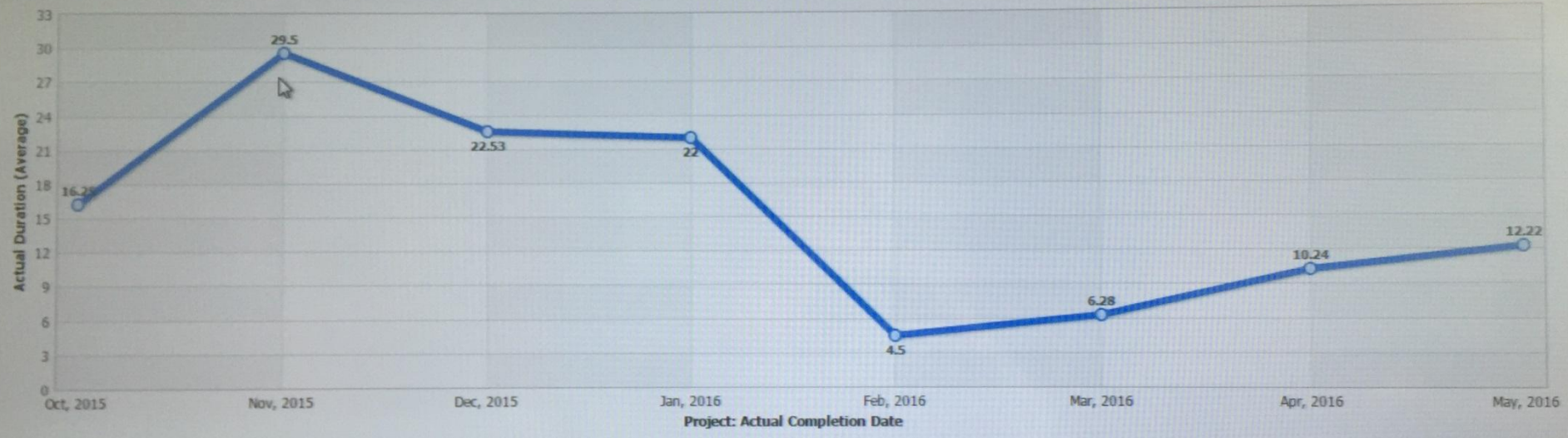
# CYCLE TIME - Global Print Channel

Show Filters | Report Actions | As of May 12, 2016 4:51 pm Eastern Daylight Time

Details Summary **Chart**

Export Hide Values

Showing default Report Filters, Views and Groups



Internal approval











# Make Process Explicit

## PROBLEMS

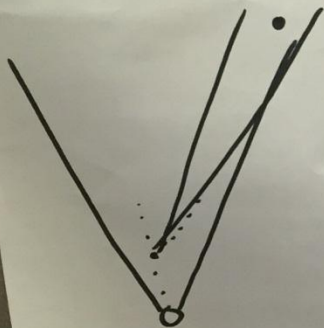
→ CHANGES MADE  
HALF-WAY THRU

→ SUBJECTIVE FEEDBACK

MULTIPLE ROUNDS  
OF COMMUNICATION  
AND FEEDBACK

SUCCESS =

- NUMBER OF ROUNDS
- 10 CREATIVE REQUESTS



- PROMO CALENDAR
- EMAIL SCHEDULE
- (ALTS)  
DISAPPOINTS FROM ALT EMAIL  
+ DATA { CLICK THRU  
OPEN RATE  
+ EXPECTATIONS  
+ SUCCESSES (HIGHERS + LOWS)

## 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 CANT PROVIDE A SKETCH WITH-IN 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  
↳ client + by off

③ Create New photoshop file ↔ Copy file

④ Design layout > <sup>Cut photography</sup>  
Get content - Hi-res trending tool  
Mock it up - text on content

④A Copy ready - place it cell Copy over to Final/button layout

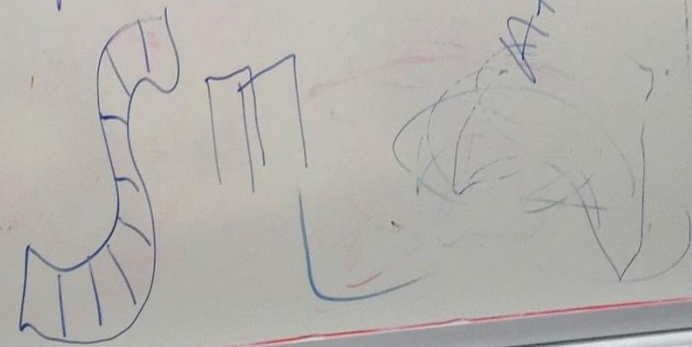
④B Designer setup index (Dreamweaver - manual)

⑤ ICR - Big Project - face-face meeting / one off on-line review

⑤A implement feedback - submit again to leads (2 times)

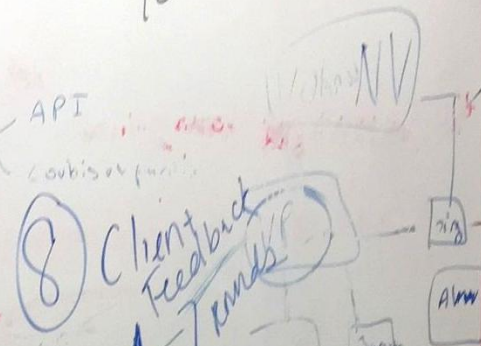
⑥ Lead/STA/Approval

⑦ P.M. Send to Client



- ☐ Comps
- ☑ Finals
- ☐ HTML
- ☑ Review
- ☐ Final

45



⑧ Client Feedback

⑨ Client Approval

10 - Get ready for P&T

10A - Clean up photoshop

10B - Alert Production

10C - production handoff

- SM
- TM
- PM
- AM

Notes/Tickets

5

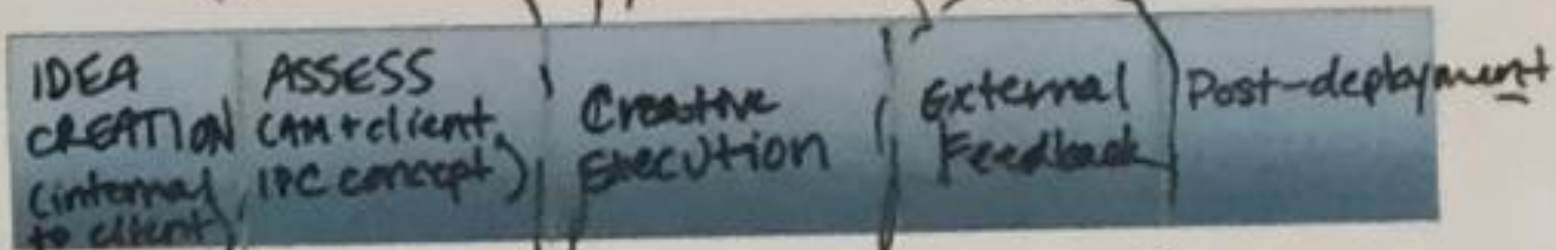
# Create Feedback Loops

# FEEDBACK LOOPS

Feedback to O, B, K  
from Tiffany / Kelly / Erin

- copy (internal)
- design (internal)
- brand

- user experience
- adherence to CR / strategy



- idea creation
- exploration of campaign structure
- financial prediction

- exploration of concept
- discussion of ideas
- final ticket created

- save as internal
- drive revenue / engagement
- DR best practices

how much \$ did email make

6

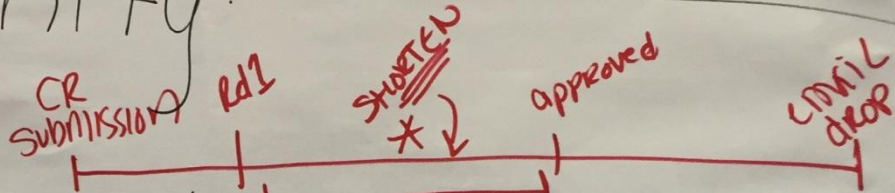
Collaborate & Experiment





① Challenge: Decision Rights  
~~Problem~~: are too high resulting  
in a delay of approval/feedback/  
delivery.

③ Opportunity:



② Hypothesis: By pushing decision  
Rights down to the core team  
we can reduce time to gather  
approvals resulting in a faster  
delivery of assets.

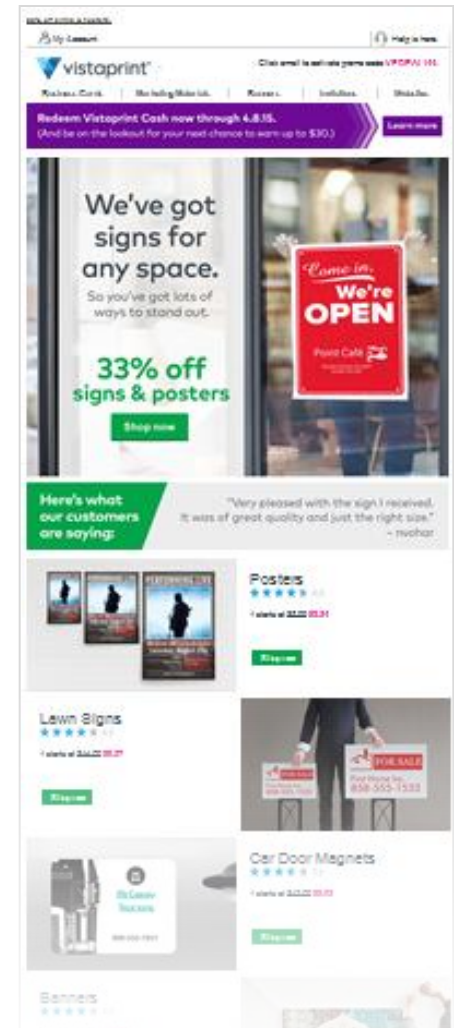
→ from Round 1 to approval by

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



| 72 hr  | Sent Count | Booking Usd   | Open Rate | CTR  | Conversion Rate | Order Rate | AOV Usd  | NBK Usd Calculated | GM % | GM Usd    | NA Email Channel Bookings |
|--------|------------|---------------|-----------|------|-----------------|------------|----------|--------------------|------|-----------|---------------------------|
| 26-Mar | 2,969,335  | \$ 134,268.00 | 16.8%     | 6.0% | 9.6%            | 0.10%      | \$ 47.08 | \$ 45              | 72%  | \$ 97,330 | \$183,071.00              |

# 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

# Overwhelming success opened the door for...

- Agile across the globe
- Enterprise Agile
  - starting with the executive team

# Agile Games 2016



April 28-30

Cambridge, MA

[overview](#) [about](#) [schedule](#) [speakers](#) [location](#) [sponsors](#) [conference team](#) [newsletter](#)

MOB  
PROGRAMMING  
CONFERENCE

## MOB PROGRAMMING CONFERENCE

SUNDAY & MONDAY MAY 1 & 2, 2016 / CAMBRIDGE, MA / USA

Hosted by [Agile New England](#)

## **Mobbing** (as described by Woody Zuill)

All the brilliant minds working on

**The same thing**

**At the same time**

**In the same space**

**On the same computer**

# How does it work?



Image: Mob Programming: A whole team approach by Woody Zuill , Slideshare.net





## Driver/Navigator





**THE TANK**







# Agile for Executives

*an Agile New England event*

Announcing our March Keynote Speaker, Rich Sheridan

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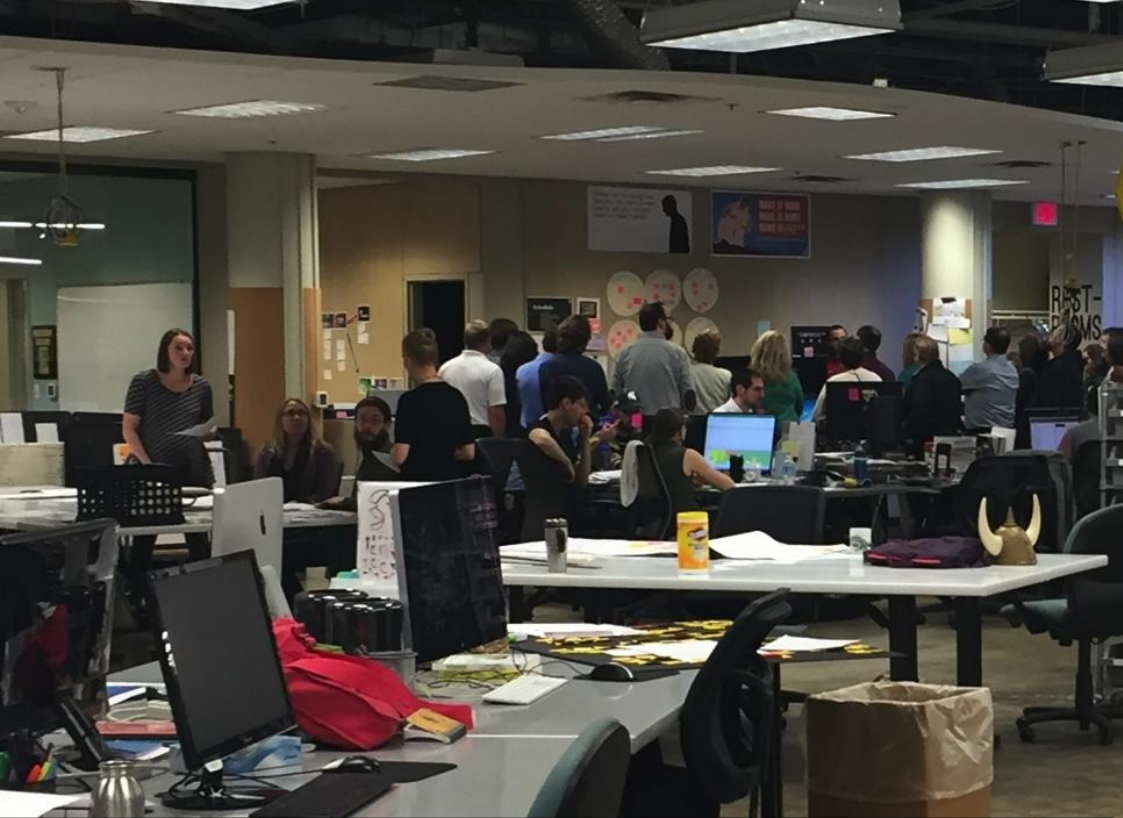
Build a Workplace People Love  
- Just add Joy

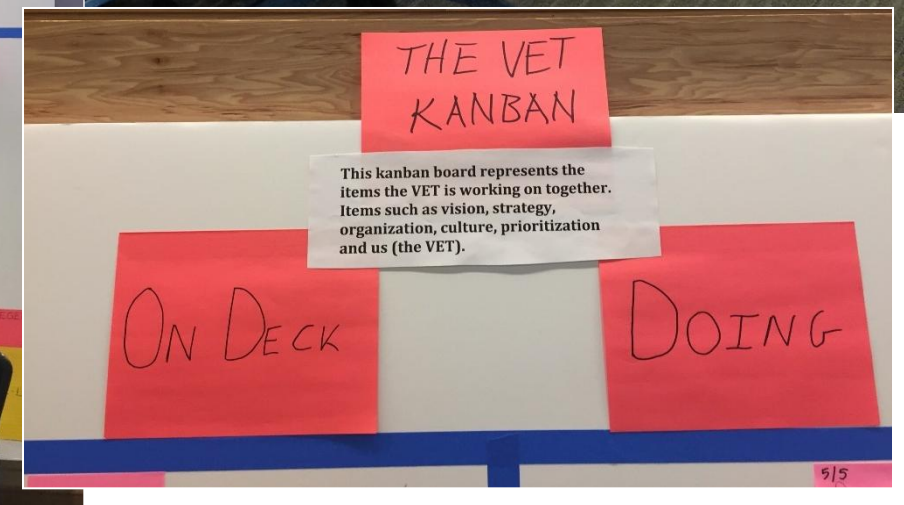
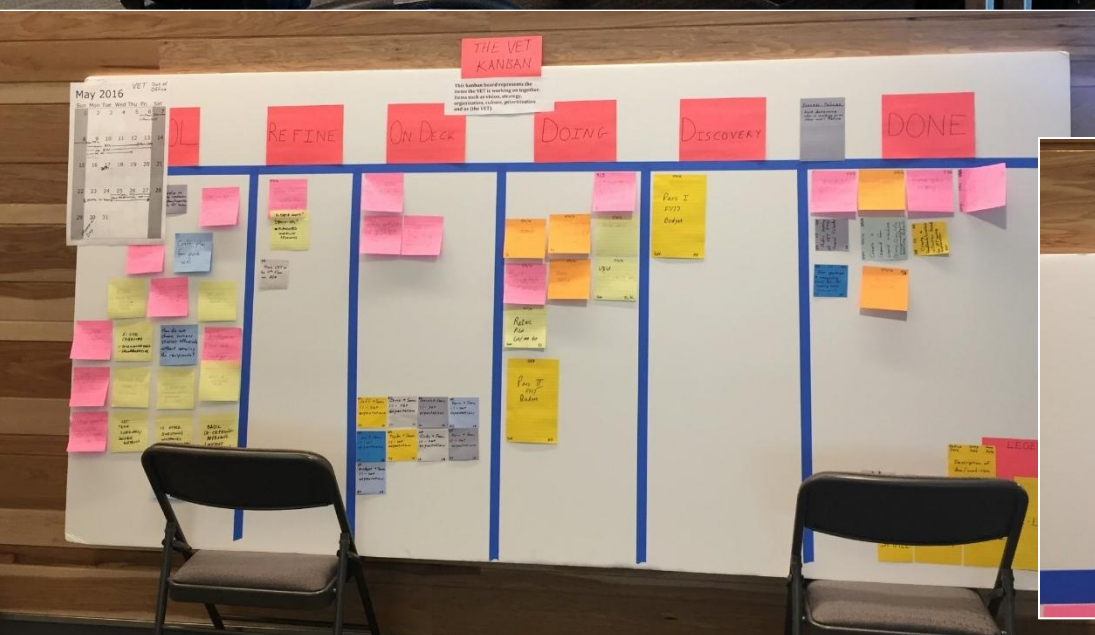
Breakfast Seminar

Presented by: [Rich Sheridan](#)

Thursday, March 3, 7:30 AM - 10:30 AM

The Harvard Club, Downtown Boston







# Conclusion

Write down one thing you take away from this that you can start doing tomorrow.



**David Grabel**

[dgrabel@acm.org](mailto:dgrabel@acm.org)

[www.linkedin.com/in/davidgrabel](http://www.linkedin.com/in/davidgrabel)

Twitter: [@dgrabel](https://twitter.com/dgrabel)



**Staci Dubóvik**

[sdubovik@vistaprint.com](mailto:sdubovik@vistaprint.com)

[www.linkedin.com/in/creativecritter](http://www.linkedin.com/in/creativecritter)

Twitter: [@critterlycreate](https://twitter.com/critterlycreate)