



mirren

The State of Agency Industry Talent

Competing in a
New World Order

Mirren.com



Talent

“Our most valuable asset
leaves everyday down the
elevator”

Challenges

Acquisition. Retention. Utilizing.

Utilizing.

Getting the most out of your talent.

Method. Motivation. Accountability.

Method.

How much does
the agency business
trust its talent?

MIRREN CEO BUSINESS REPORT

MIRREN CEO BUSINESS REPORT

“It is a challenge to extricate myself from the day-to-day operations to more proactively lead the agency”

MIRREN CEO BUSINESS REPORT

“...my leadership team.”

Talent

Talent-driven industry

Talent-driven industry

Challenges

Talent-driven

Talent-driven

Vs. Personality-driven

Over-reliance on individual people

Over-reliance on individual people

If any of those people leave...

Over-reliance on individual people

~~If any of those people leave...~~

When

Personality-driven

Over-reliance on individual people

~~If any of those people leave...~~

When

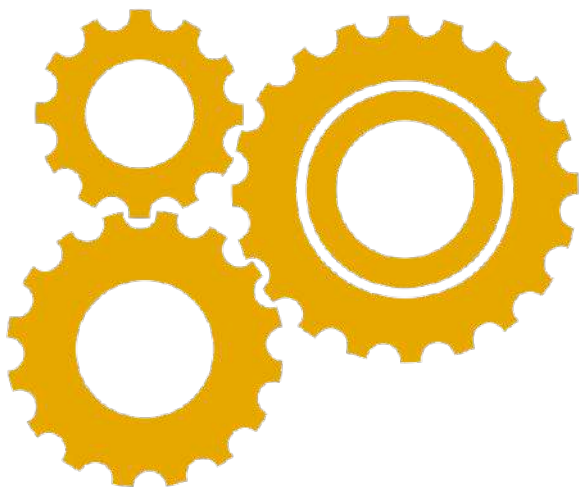
Consultancies

Fundamental difference between
agencies and consultancies

Agencies = “Creativity”

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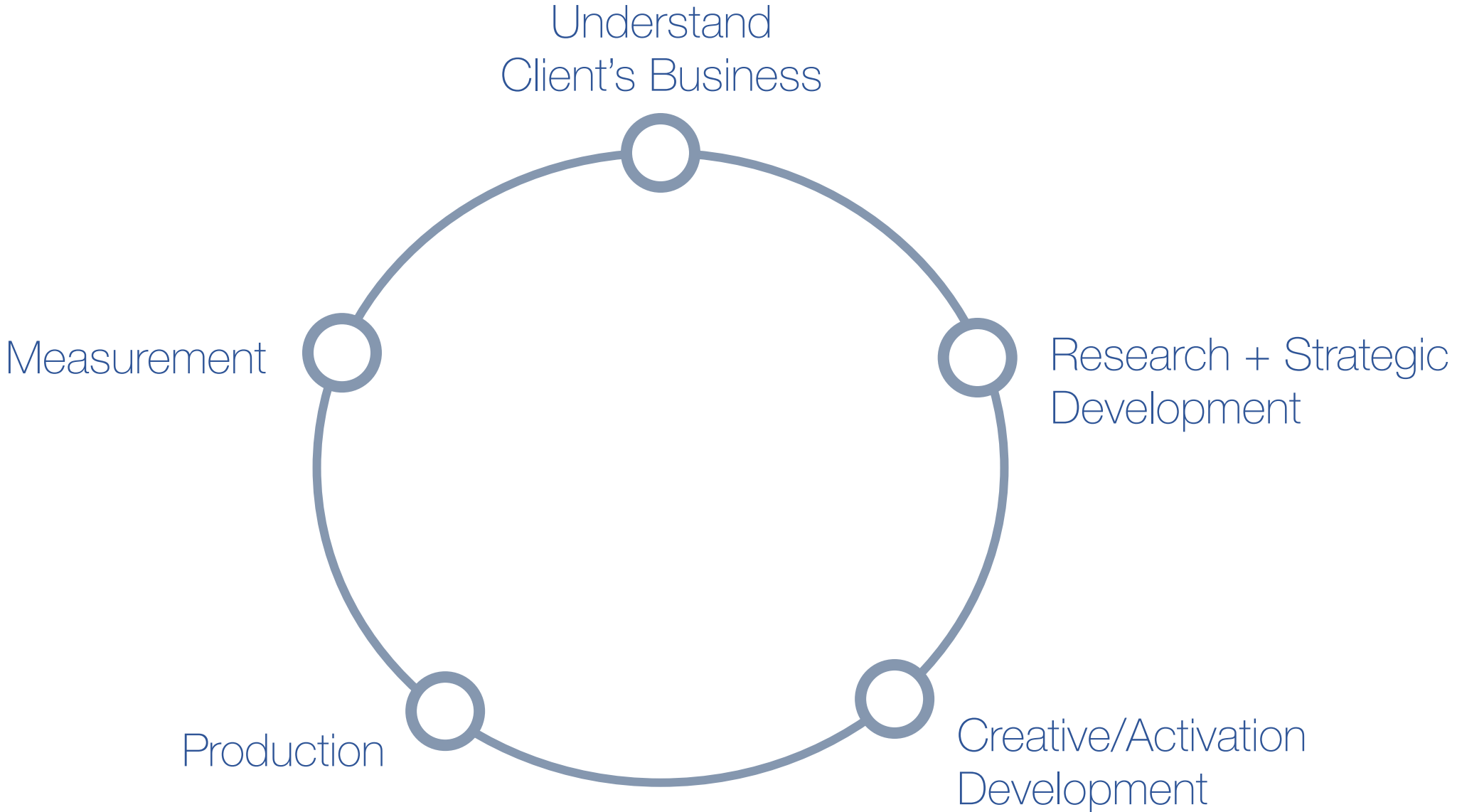
Consultancies = “Scalable Strategic
Process that Drives Client Growth”

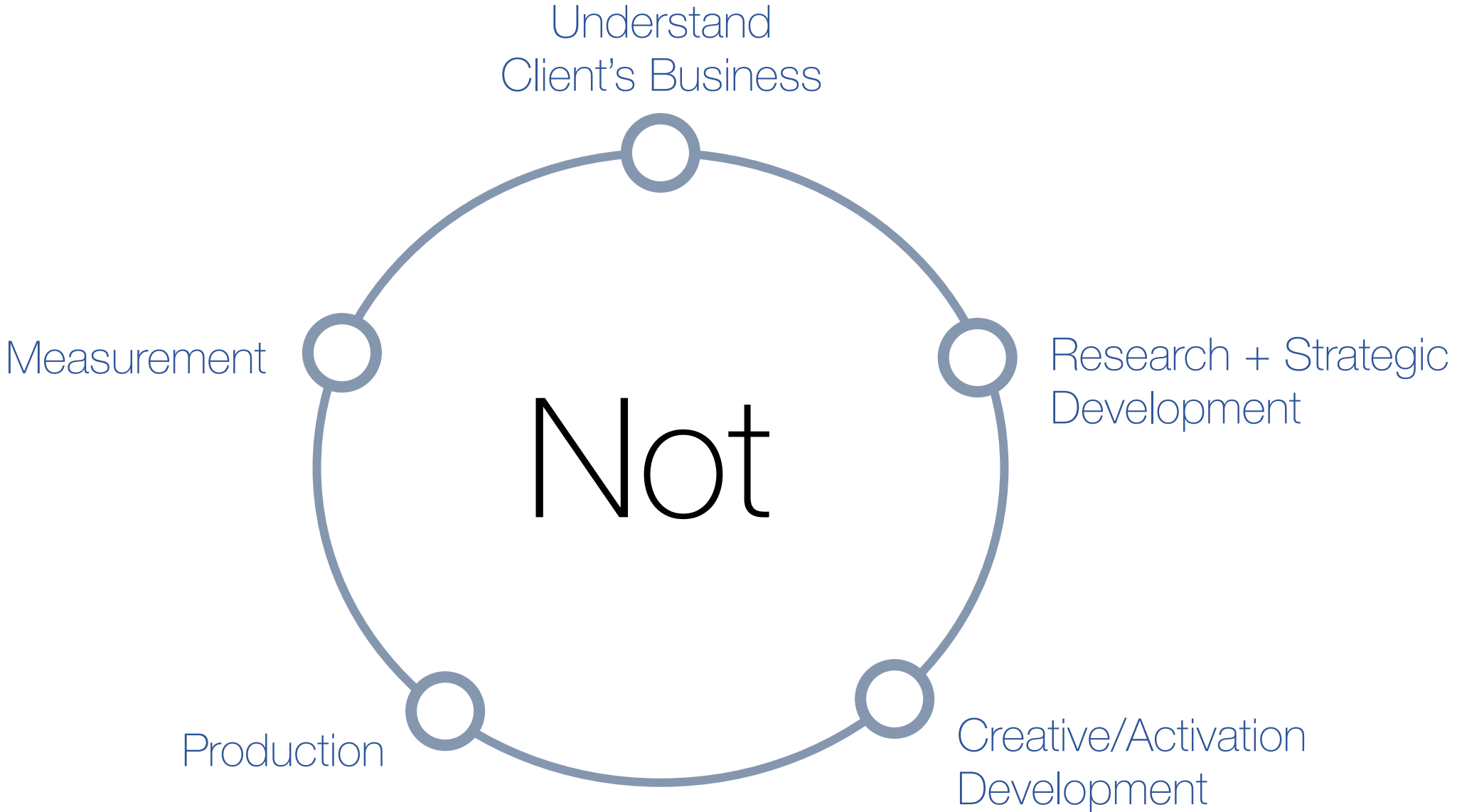


Not

Not

Research + Strategic development + Activation
+ Production + Measurement





When you begin at a consultancy,
you go into training

When you begin at a consultancy,
you go into training

Proprietary (codified) systems & tools

Think strategically

Think strategically

Think critically

Think strategically

Think critically

Think fast

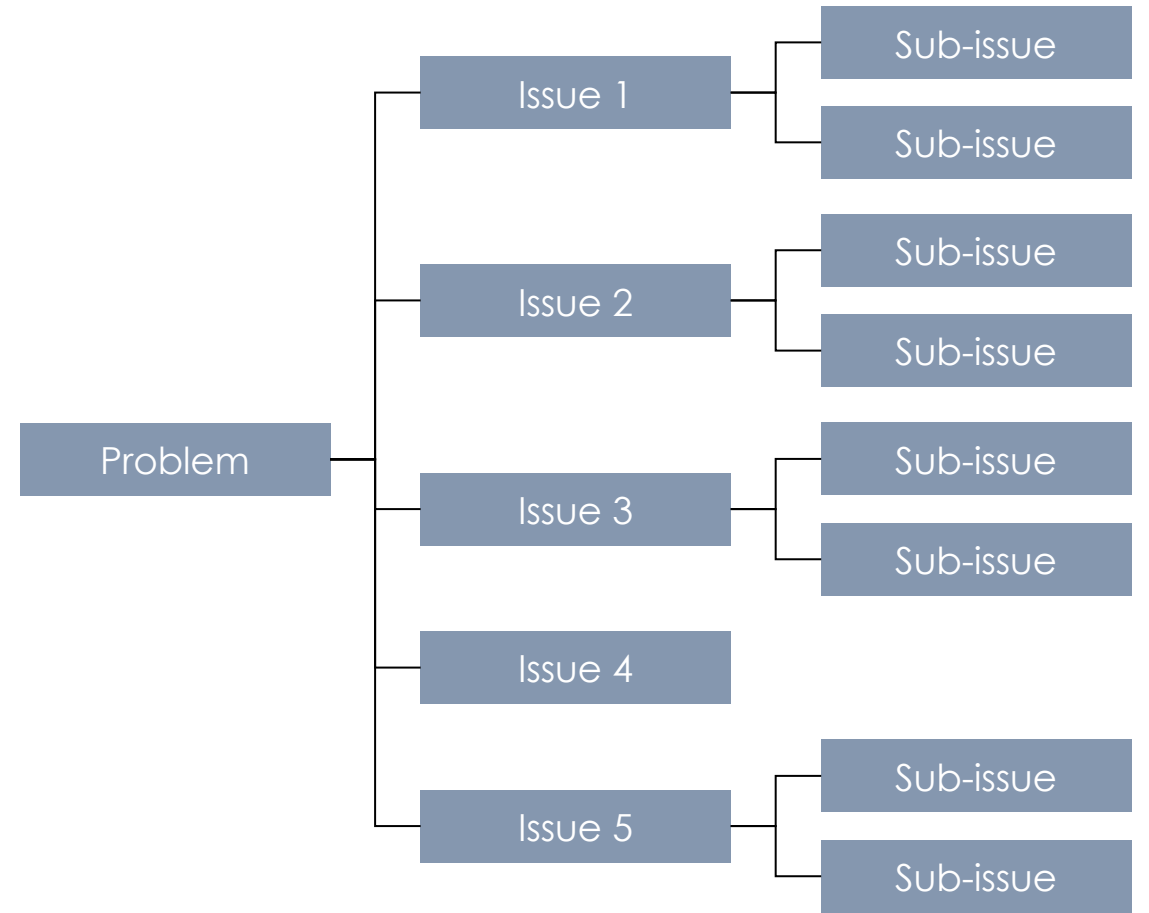
McKinsey
& Company

McKinsey
& Company

MECE

Structure to improve the
effectiveness (and speed)
of your thinking

Issue Tree



Problem Definition Method

Problem
Definition

Structuring

Prioritizing

Issue
Analysis

Analysis

Synthesis

Recommen
-dations

Problem Definition Model

What Are We Trying to Achieve?

The Basic Question We are Trying to Solve.

Should be SMART: Specific, Measurable, Action-Oriented, Relevant and Time-Bound.

1 Background and Context

What Is the Current Situation?

What Has Happened so Far?

Why Is This Problem Is Being Addressed Now?

2 What is Success?

What Does a Good Final Product Look Like?

What Are We Trying to Deliver?

How Will This Impact the Client's Business?

3 Stakeholders

Who Are the Decision Makers?

Who Needs to Be Involved?

4 Potential Challenges

What Are the Potential Issues or Problems That We Can Foresee and Plan to Mitigate?

5 Where Will We Find Information and Help?

Where Does Expertise and Knowledge Exist (Internal and External)? E.G., Work That Has Already Been Done, Internal Experts Who We Should Draw on, Published Reports and Papers.

Aggressive Initial
Hypothesis

Efficiency

Efficiency

Scale

Efficiency

Scale

Revenue/margin

Junior = senior

Junior = senior

Reduced sr. management dependency

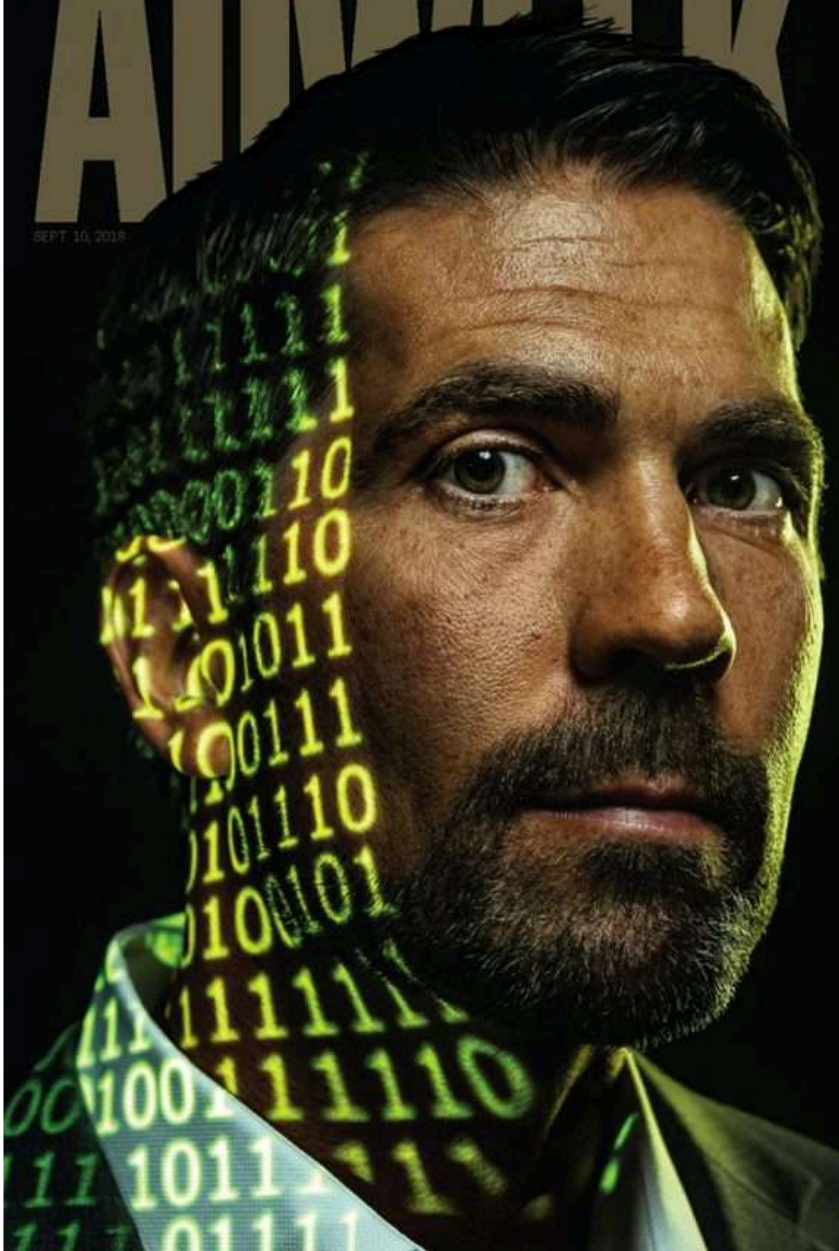
Junior = senior

Reduced sr. management dependency

Freeing up ability to lead

ADWEEK

SEPT. 10, 2018

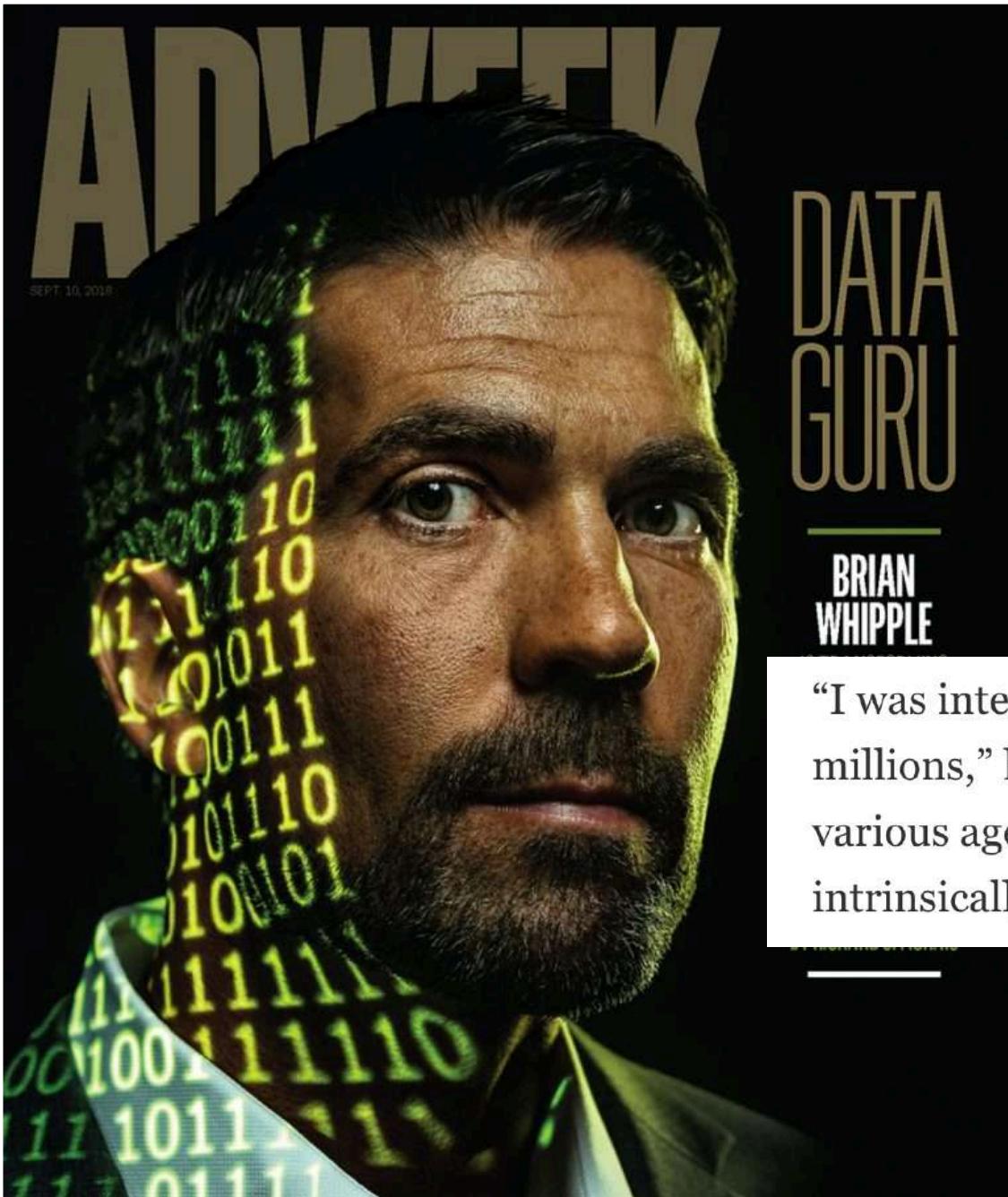


DATA GURU

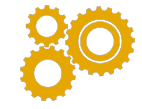
**BRIAN
WHIPPLE**

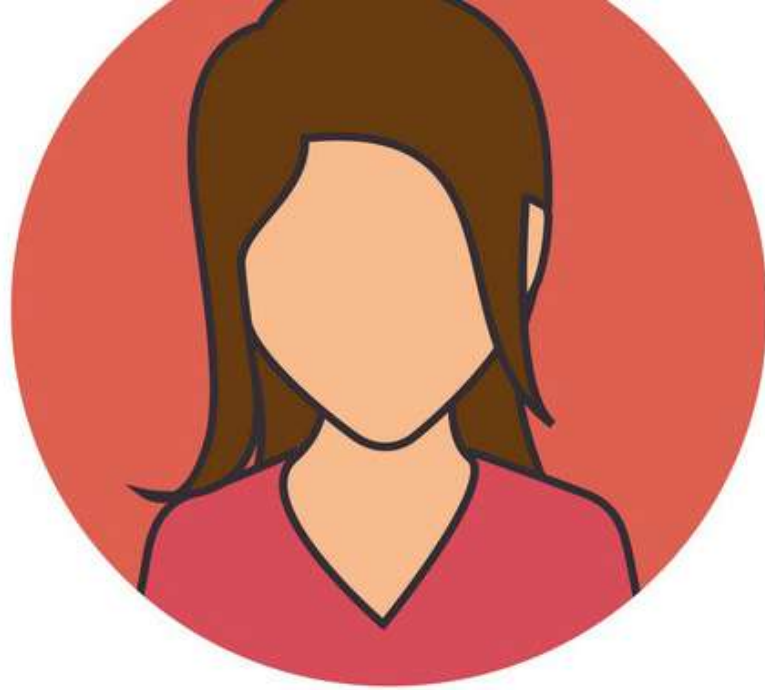
IS TRANSFORMING
ACCENTURE
INTERACTIVE
AND THE CLIENTS
IT SERVES FOR THE
DIGITAL AGE.

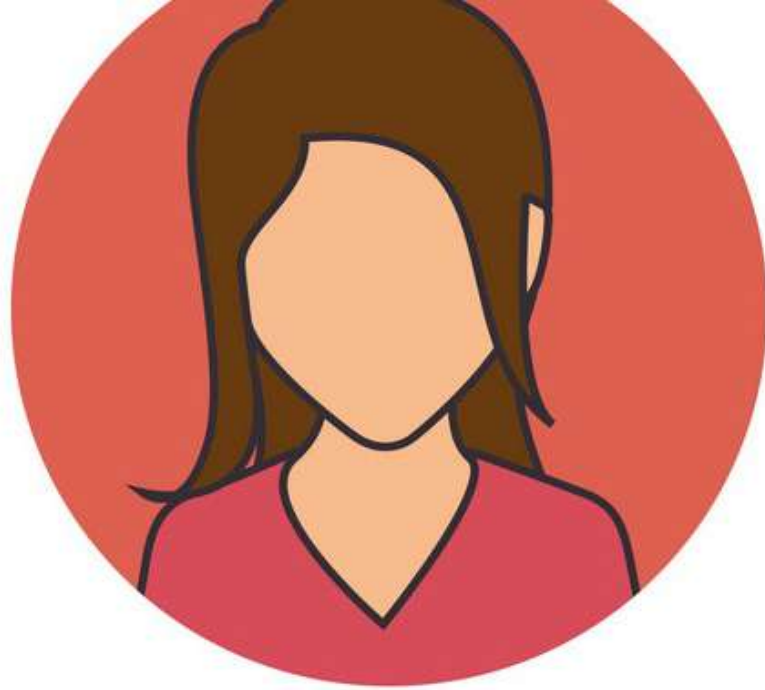
BY RICHARD C. MORAIS

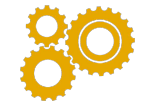


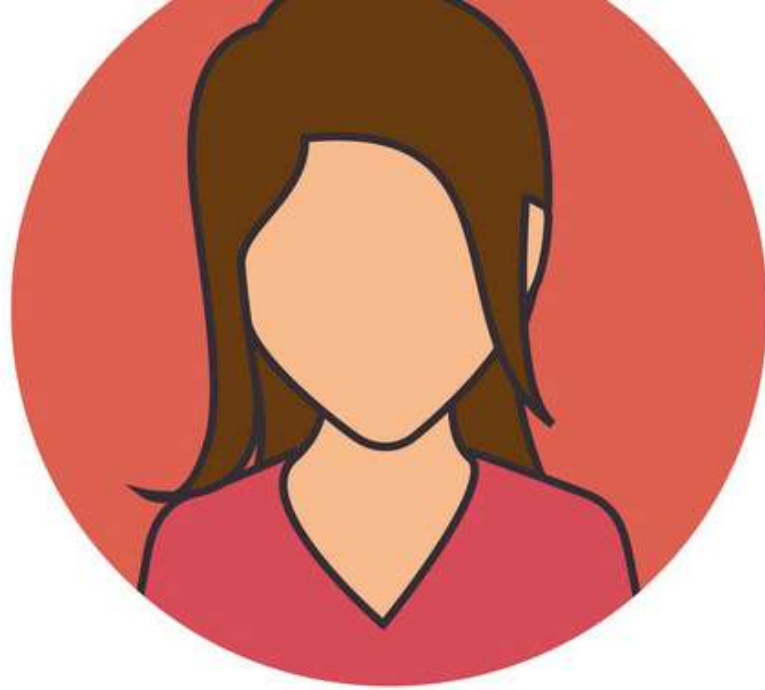
“I was interested in growing a scalable business in the billions, not in the millions,” he says of his decision to move over. “And while I am a big fan of various agencies, and the agency culture ... they are by their very nature, intrinsically nonscalable.”

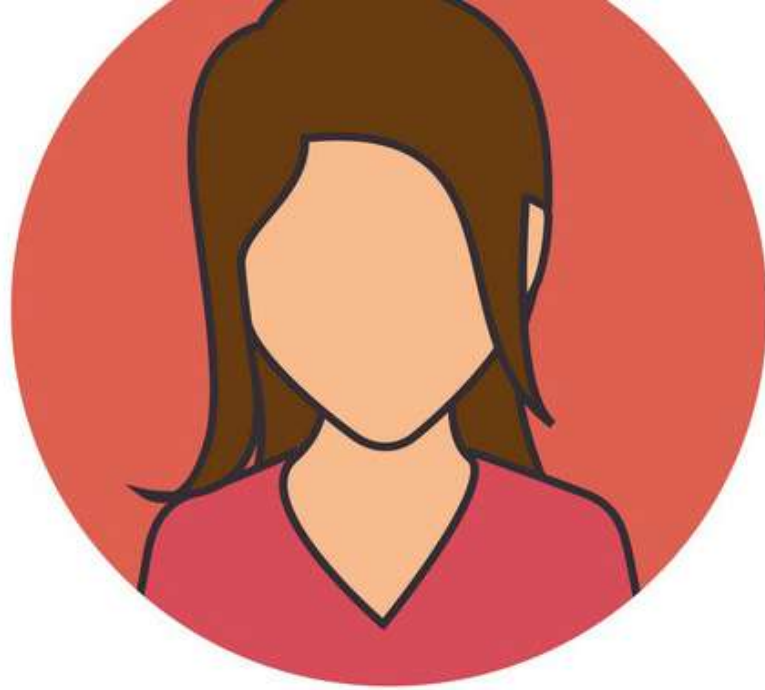


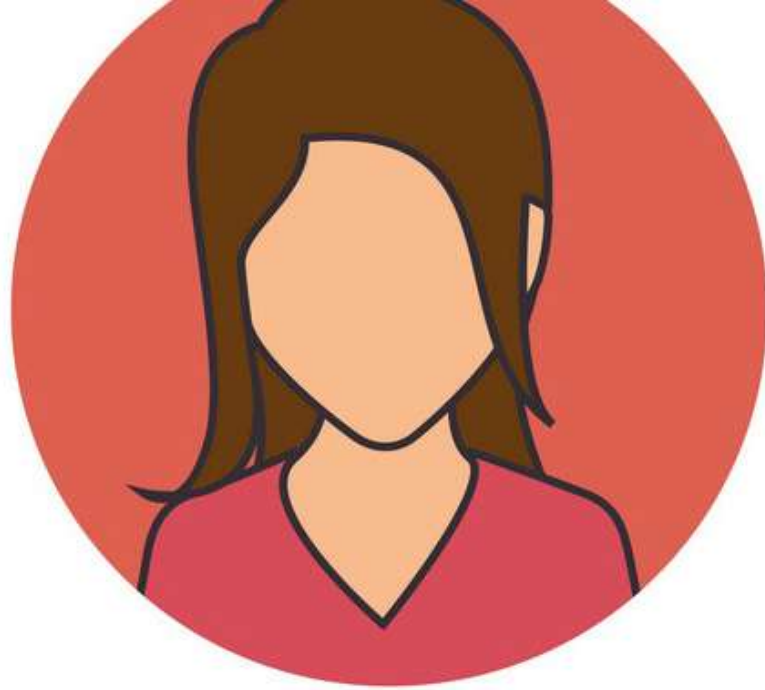


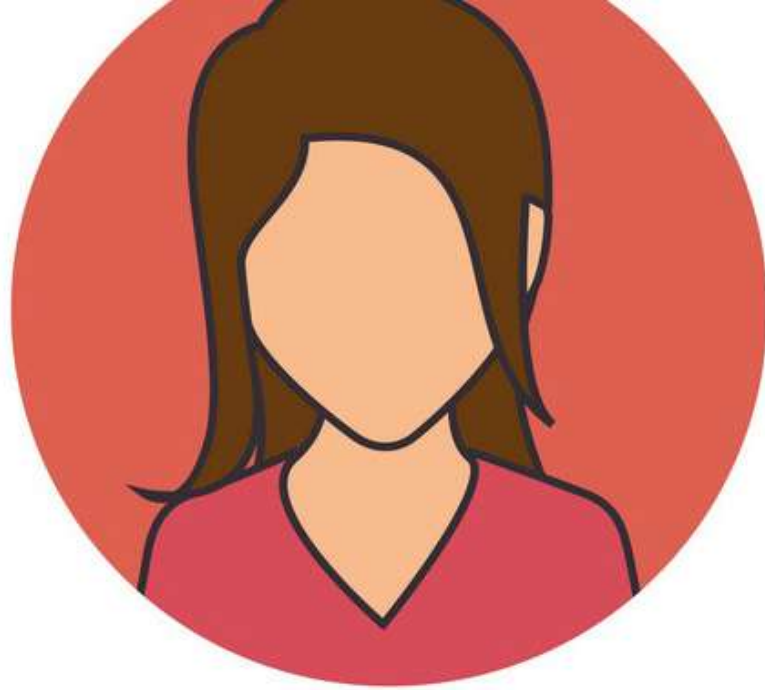




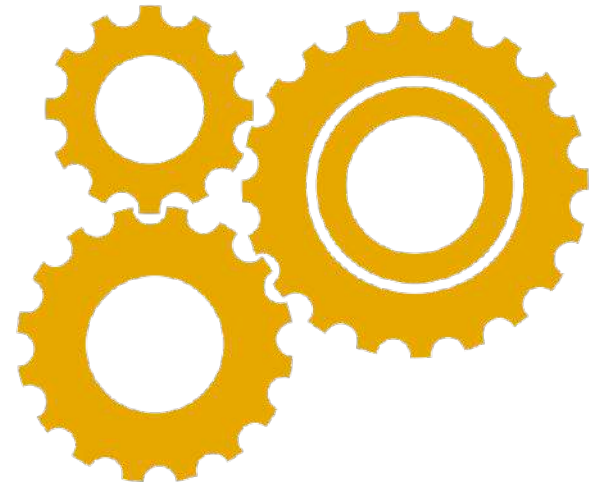
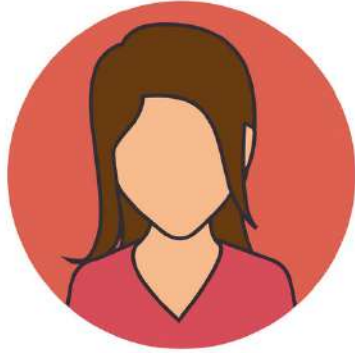


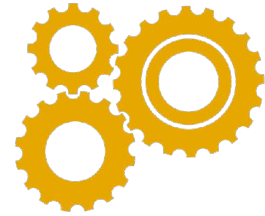












“Build your business like
you’re going to franchise it”

Teach your talent

what you need from them

Method.

Method. Motivation. Accountability.

Motivation.







HBR.ORG SEPTEMBER–OCTOBER 2017

Harvard Business Review

SPOTLIGHT 42
How I Remade GE
Jeffrey R. Immelt

MANAGING YOURSELF 60
Happiness Traps:
How We Sabotage
Ourselves at Work
Annie McKee

STRATEGY 84
Business in the
Age of Digital
Superpowers
Marco Iansiti
and Karim R. Lakhani

MARKETING 94
Competing on
Social Purpose
Omar Rodriguez Viza
and Sundar Bharadwaj



DOUBLE
ISSUE

THE OVERCOMMITTED ORGANIZATION



HOW TO
AVOID
TEAM
BURNOUT
PAGE 58

In-housing

Decisive leadership

Decisive leadership

What are the agency's
(meaningful) goals?

Decisive leadership

What are the agency's
(meaningful) goals?

What is the plan to get there?

Decisive leadership


What are the agency's
(meaningful) goals?

What is the plan to get there?

All clearly communicated



Simon Sinek
Start With Why

A man with glasses and a red and white checkered shirt stands on a red carpeted stage. He is gesturing with his hands. Behind him is a large red 'TED' logo. To his left is a wooden easel with a whiteboard and a small metal stool. The background is dark blue with a starry pattern.

“The responsibility of a company is to serve the customer. The responsibility of leadership is to serve their people so that their people may better serve the customer. If leaders fail to serve their people first, both customer and company will suffer.”

Simon Sinek
Start With Why

Motivation.

Accountability.

~~Accountability.~~



mirren



~~Accountability.~~

Accountability.

Compare

Consultancies

Acquisition. Retention. Utilizing.

Acquisition

On top of the best MBA talent
from the best schools

On top of extensive internal
training

Buy their talent expertise
to compete with agencies



heat

dro5a

Agencies

“Re-title” existing talent to
compete with consultancies

New title, but same people
with same skills



Who's (business model transformation) skills are more sophisticated?

IF DIGITAL CAN TRANSFORM EVERY PART OF YOUR COMPANY, WHERE DO YOU START?

It's critical to start with a partner who understands the intersection of business and technology. For more than 60 years, our consultants have designed and implemented profound business transformations in partnership with the world's leading companies.



Value Tree of a Digital Business

Value levers

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Value levers

Objectives

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Investments in New Digital Capabilities

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Metrics Improved

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Metrics Improved

Value of
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Metrics Improved

Growth Through
Digitalization
(Revenue Levers)

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Efficiency
Digitalization
(Cost Optimization)

Value Tree of a Digital Business

Value levers

Objectives

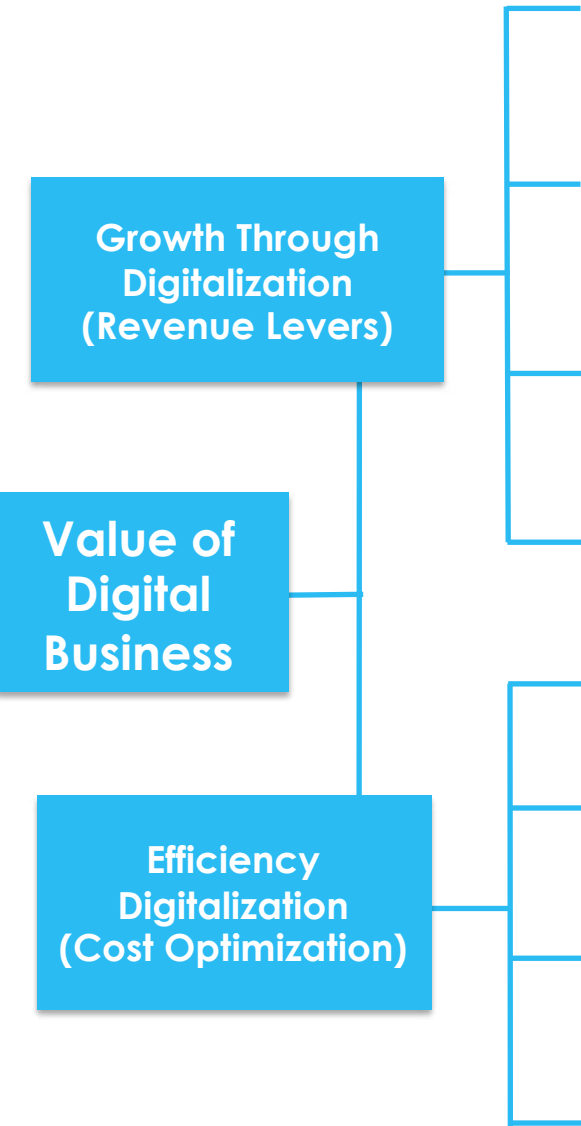
Investments in New Digital Capabilities

Metrics Improved

Growth Through Digitalization
(Revenue Levers)

Value of Digital Business

Efficiency Digitalization
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Metrics Improved

New Customers

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Investments in New Digital Capabilities

Metrics Improved

New
Customers

- Analytics-driven and dynamic customer segmentation
- Improved digital customer experiences linked to segments
- Faster time to market with targeted offerings

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New Pricing
& Earnings
Models

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Value of Digital Business

New Pricing & Earnings Models

- New earnings (subscription, licensing, credit, "freemium", etc.) models
- Rapid prototyping of earnings models on sample customers
- Combine portfolio of digital and non-digital products and services with customized earnings models and pricing

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Asset Utilization

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- Data-based preventive asset management
- Task automation optimization through digital technology such as sensors

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New Cost Models

- Analytics-based commercialization (marketing, communications, trade promotions) to target investments and track returns
- Customer self service
- XaaS opportunities to digitize the technology and infrastructure as assets

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Asset Utilization

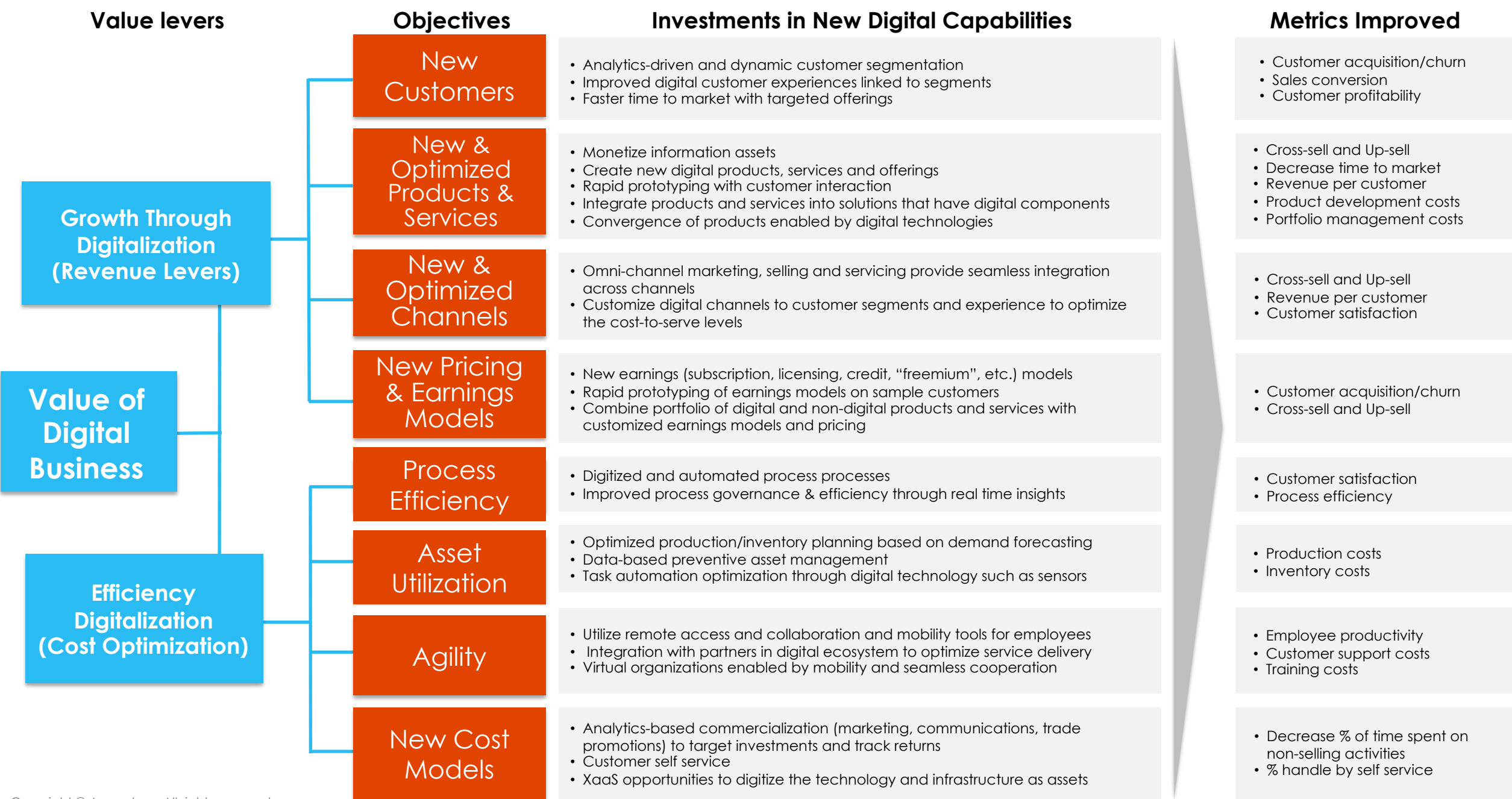
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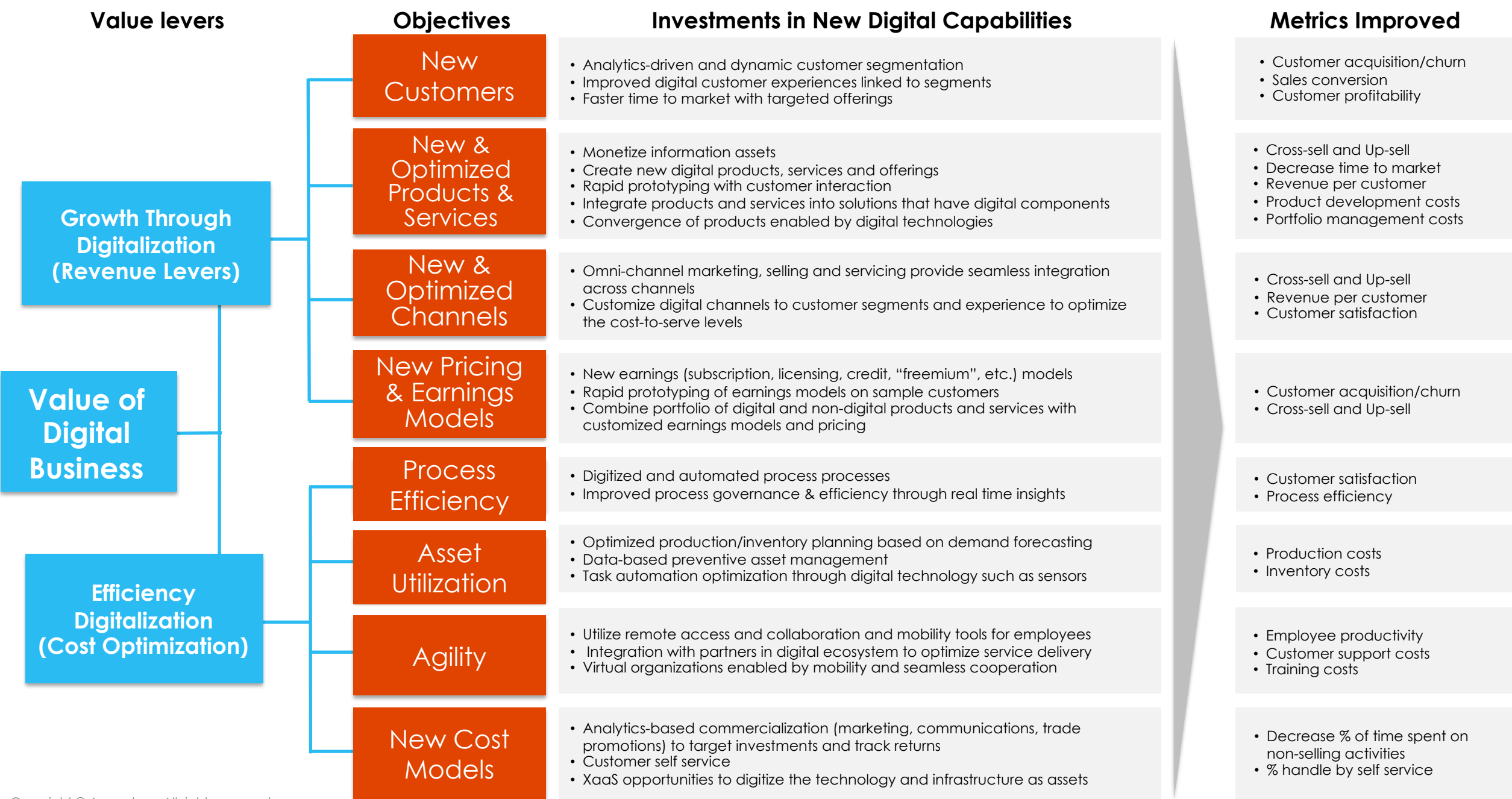
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New Cost Models

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- Decrease % of time spent on non-selling activities
- % handle by self service





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New
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New
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New &
Optimized
Products &
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New Pricing
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Process
Efficiency

Value Tree of a Digital Business

New
Customers

New &
Optimized
Products &
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New &
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New Pricing
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Process
Efficiency

Asset
Utilization

Value Tree of a Digital Business

New
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New Pricing
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Process
Efficiency

Asset
Utilization

Agility

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Customers

New &
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Products &
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New Pricing
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Models

Process
Efficiency

Asset
Utilization

Agility

New Cost
Models

Who has a clearer picture
of where they're headed?

The agency business is
not going anywhere

Rather than new titles

Talent upgrading

The talent that got you to where
you are today, may not be the
talent to get you to where you
need to be tomorrow

Desire

Desire

Assertiveness

Desire

Assertiveness

Aptitude

Desire

Assertiveness

Aptitude



Do you need any
talent upgrading?

What holds us back?

Do you need more
talent development
to improve skills?

What holds us back?

The best talent wants to work
with the best talent

And, they want to learn,
develop, grow (hint: Millennials)

How much does
the agency business
value its talent?

ANA

“30% annual turnover in agency talent. Only tourism is higher.”

Who's doing
the upgrading?

Take Action