



# TRANSFORM CHAOS AND GENERATE CASH

MORE THAN FAIRY TALE

ACCOUNTABILITY RESPONSIBILITY TRANSPARENCY





As marketers and advertisers we are storytellers and we make communications... a creative product. Think about it like a factory. Creative and Production build the boxes. Account, Planning, and Media manage strategy, information flow, and client/agency relationship. Clients provide the raw materials.

Without the best raw materials, client/agency relationship, strategic thinking and information flow, creative isn't going to deliver the best boxes.

A little chaos will stimulate creative thinking, but a lack of transparency and information diminishes the product and the culture. The truth of the matter, we are our product. An intellectual property.



Once upon a time... I stepped off a plane in a foreign country with a new assignment and was charged with the job of transforming the clients' faltering communications toolbox. All I had was insufficient creative resource, inadequate information comms, a big "NO" on more budget, and a culture fraught with a "That's not my job" disposition at every turn.

**RESULT:** Annual marketing plans touted globally as "best practices," increased client sales, market share, substantial impact on stock values, additional resources became readily available whenever requested, and margin deliveries of approximately 30%, dancing 12 - 15 points above the agency's projected quarterly forecasts.



no

FAIRY TALE  
PROJECT  
MANAGEMENT





**BPWATS:** *(Business Problem We Are Together Solving)* How do we transform our communications product, ~~the work~~, when confronted daily with “No one ever tells me anything,” “I’m still waiting on him for that,” “No way I’m going to ask her about anything,” “That’s not my job”. . . fixed timings on deliverables, and no supplemental budget.

**SOLUTION:** Create perpetual transparency, arouse accountability, inspire responsibility, and provoke an “Everything Is Possible” attitude agency-wide and with clients. Create, formulate, employ, and sustain PROJECT MANAGEMENT.



**HOW:** The situation appeared obvious. In order to get where we wanted to go we would have to be our own heroes. We'd have to all be more interested in one overarching objective than individual ones. If everyone put their heads together with the same goal in mind it would actually be fun.

First I'd need to find one person that wouldn't just listen, but could actually hear. Then, we'd find another one. And those would talk with others. We'd get people talking with each other rather than passing emails back and forth. When everyone is paying more attention to how his role affects the next, should someone have a misstep, then the one behind or the one in front can jump in and help.





We won't make excuses. We won't point fingers.  
We won't look outside for rescue, and we'll prefer  
asking pardon rather than permission.

We'll take it upon ourselves to transform our culture into  
one which assumes responsibility for our own conditions.  
We'll police ourselves and continually ask: "How is what  
I do impact and affect the next guy in the process?"

Should a colleague find themselves conflicted with  
an urge to change their stripes . . . we're all  
there to remind him of the bigger picture.





You'll never find any of us passing the blame. You will not find us meandering through hallways and loitering with deadlines looming.

What you will find is a perpetual idea generating community that constantly challenges each other to looking at everything in a fresh, new way.

It's all about HOW. And how we do it creates cost efficiency, increased productivity, and generates emotional storytelling for brands that gives consumers more than just a clever quip, borrowed equity, fleeting trend, or fashion report.







# the PRACTICE

PROJECT  
MANAGEMENT





## **DRIVE EFFICIENCY, EFFECTIVENESS & INCREASE MARGINS**

Project Management creates space and time for Account Service to give more focus to clients and strategic concerns. Having organizational, technical, and process issues managed through an independent department that is policing all interconnected operations generates efficiency, effectiveness, and profitability. It's objectivity and transparency that brings everyone together and drinking from the same cup.

Project Management creates efficient job and resource planning from the moment a job enters the house through every aspect of the creative and development process: production, final delivery to media, invoicing and closing.





Timings are more effectively planned and deadlines kept. Estimates are strictly adhered to and overages accounted for, and budgets conserved. Creative resources are optimally planned, priorities effectively assessed, and the creative product becomes elevated to another level.

Transparency is the weapon of choice used best for minimizing mistakes, resolving interdepartmental discord, mediating and unraveling personnel differences.

When people don't have to be careful about what they say everything is possible and success becomes not only the norm, but infectious.





# WORKFLOW DRIVEN






## CORE COMPETENCIES AND A VELVET HAMMER APPROACH

Project Management drives fulfillment on timings, talent, budget, and deliverables throughout the entire job development process from initial briefing to on-air and/or posting. Project Managers provoke and inspire transparency, responsibility, accountability, inter-departmental communication, and a problem/solution attitude reinforcing the idea that “everything is possible.” No finger pointing. Just fresh ideas and insightful solutions.

**CONNECTIVITY** The primary objective of a Project Manager is to “bridge and unite” everyone and all departments, optimizing delivery on the best creative



A zebra with black and white stripes stands prominently in the center of a large herd of wildebeest. The wildebeest are dark brown with curved horns, and the scene is set in a natural, savanna-like environment.

communications product possible. The Project Manager is a constant interface between creatives, account, production, and all supporting service departments.

**EFFICIENCY AND EFFECTIVENESS** Project Managers, are responsible for creating the smooth and efficient internal flow of all jobs from briefing through delivery, on-air and/or posting. It is the responsibility of the PM to see that all adhere to the most effective workflow on all assignments. This responsibility incorporates the gathering of all necessary information, documentation, confirmation of responsibilities, deliverables, adherence to deadlines between all departments and personnel involved with the job.





ART BUYING

STUDIO  
MECHANICALS  
DESIGN

PRODUCTION  
DIGITAL VIDEO  
MUSIC FILM

PLANNING  
ACCOUNT  
CREATIVE  
EXECUTIVE  
OFFICERS

PRODUCTION  
PRINT

FINANCE

# TRANSPARENCY

**GEARING SYSTEM** WORK SMARTER . . . BEFORE WORKING HARDER.



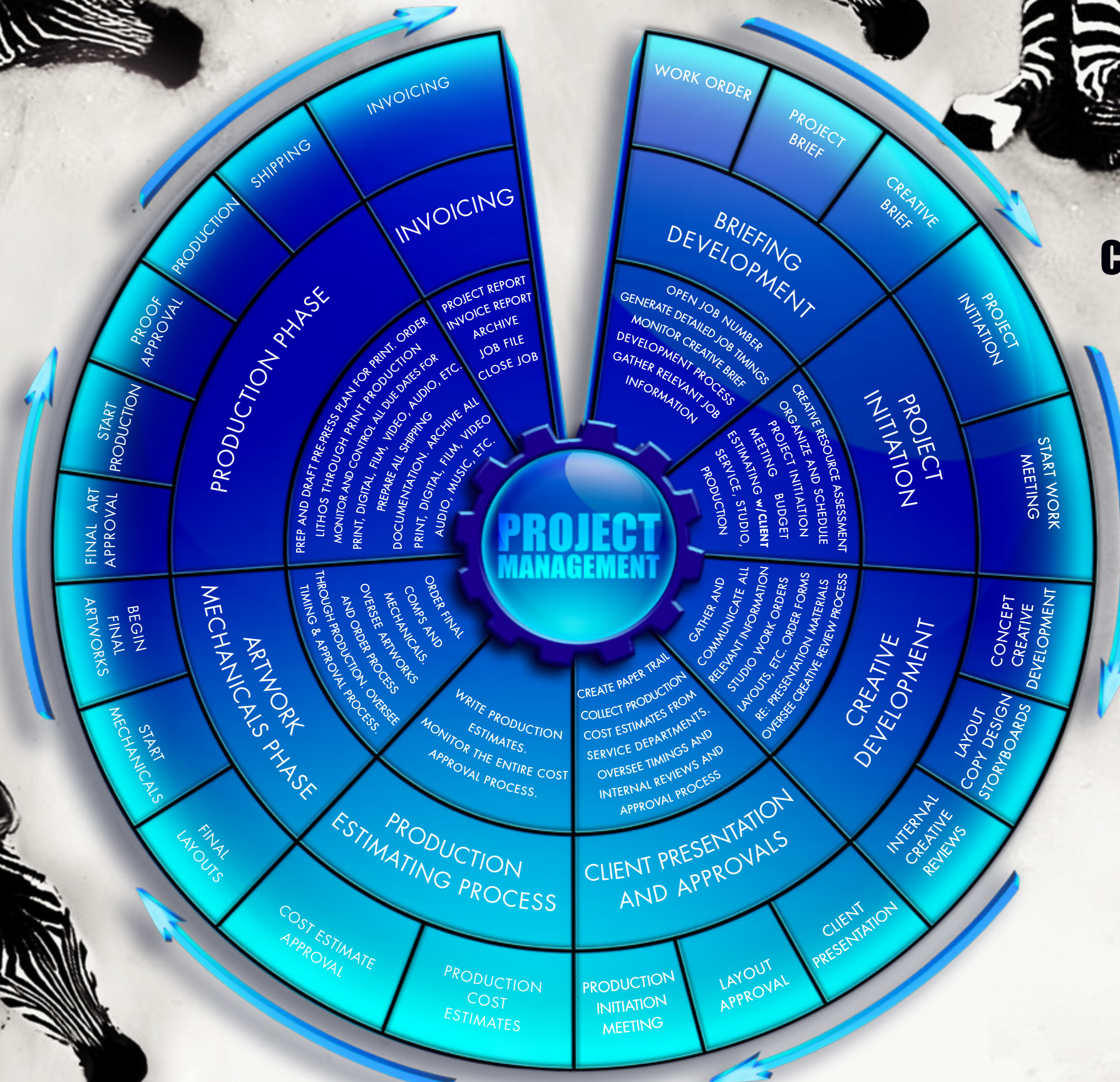


**DRIVING FORCE** Project Managers are the “connecting gear” linking all departments. They are vital to and continuous on all projects from the moment a briefing enters the house through final delivery and invoicing. Project Managers operate with an entrepreneurial mindset continually updating, revising, and informing on the current status so that everyone is constantly up-to-date. Project Managers set priorities collaborating with Group Creative Directors and Account Directors. Project Managers are integral as the “connecting gear” prompting transparency






## CONNECTING GEAR THE DRIVING FORCE





A black and white photograph of a herd of zebras. In the foreground, three zebras are prominently featured, their heads lowered to drink from a body of water. Their distinctive black and white stripes are clearly visible. In the background, more zebras are partially visible, some also drinking. The scene is set in a natural, open environment, likely a savanna or a watering hole. The lighting creates strong highlights and shadows, emphasizing the texture of the zebras' coats and the ripples in the water.

and a perpetual workflow. All relevant documentation is continually being gathered, organized, and immediately made available to all departments and personnel. It is the responsibility of the Project Manager to keep everyone on the job up-to-date and continually aware of deliverables and deadlines.



**PARTNER TO ALL** The Project Manager partners with all Account Team Members as well as Creatives. The Project Manager's primary role exists to help all with policing themselves, fostering conflict resolution, and making sure that the job workflows maintain the appropriate prioritization, briefing through to final delivery, posting /on-air, and closure of every job.

**THE VELVET HAMMER** Project Managers must create a delicate balance between diplomacy and decisiveness. They must be capable of making quick, reasoned decisions concerning scheduling, conflict resolution,





costs, timings, and resource allocation in order to keep all projects moving forward progressively. Decisions are driven by creative direction, efficiency, and the effort to exceed client expectations.

Project Managers must always partner closely with all creatives continually mindful of what's going on in their heads. Awareness and understanding of their concerns is critical to managing the total environment.

Of greatest responsibility is appropriate resource allocation. Potential conflict situations can be averted and the need for the Project Manager's mediation alleviated when the appropriate talents are sitting in the right chairs.





A good Project Manager must have a strong predilection towards the entire production processes and a passion for it. They revel in the challenges of the “ad game” and embrace the fact that no two projects are ever the same.

A Project Manager can look at a situation and immediately identify ten ways to make it more efficient and effective while keeping it fun to resolve. A good Project Manager delights in fostering environments conducive to producing the highest quality work possible and doing so in a fun and efficient manner.

Project managers are entrepreneurial in thinking and they are completely thorough with regard to





scheduling, development and adherence to briefings  
with a joy for delivering on budget and on time.

Quintessential Project Managers are NOT SHY. They  
savor the opportunity to take responsibility, be decisive,  
step forward and “take the shot.”

**SKILL SET** Two crucial and innate talents mandatory for  
Project Managers’ success - professionalism and a  
genuinely personable manner of interacting with others.

**PROFESSIONALISM** A Project Manager should have  
a minimum of 2 years of experience with Traffic,  
Project Management, or Print Production. A basic knowledge  
of Print and/or Film-Production is mandatory with a healthy  
cost consciousness. He or she is assertive, self-sufficient,





inspirational and takes action proactively with confidence.

Project Managers have the ability to adapt to rapidly changing environments and diverse personalities. They flourish in crisis management situations with a solution driven attitude and an “everything is possible” energy that is contagious throughout the house.

**GENUINELY PERSONABLE** Project Managers are the POLICE. They keep the big picture always top of mind while remaining conscious of each team member regardless of the situation. They do so with a demeanor as calming as it is drama free.

They are ready, willing and able to assert themselves without hesitation, with absolute reliability, dependability, and





a talented focus on the end game - superior quality and profitability.

Time, money, and quality. Usually you can only have two. With Project Management you can have it all because PM's identify directly with the creative product, have a passion for great work and how to get it there.

## **TWO BIG RESPONSIBILITIES**

### **1 - PROJECT PLANNING**

Efficient and effective job planning, briefing through delivery, limits and avoids ping-ponging discussions and revisions between creatives, client service, and production. Strategy, briefing, creative development,





technical information, layout, production, and final art are shared across departments and managed up front with complete transparency throughout the process. RESULT: Quality standards become elevated with hours conserved. By conserving hours these efficiencies allow for greater focus on ~~the~~ **WORK** and generate more time for the creation of solutions.

**2 - BUDGET PLANNING** Project Managers support and assist Client Service on the formulation of all budgets for client review. Initial rough cost estimates for the entire project are presented to client service once all information required has been collected. Follow-up briefings are set immediately with all project related



departments. Project Management works hand-in-hand linking and bridging the hours of the Creative Department, Studio, Production, Art Buying, Client Service, etc.

Rough overall cost estimates cover the entire project from briefing through final delivery. Initial estimating is based on the client briefing and budget supplied by Client Service. Project Management is responsible for gathering all information, developing the initial budget and documentation of all deliverables throughout the development and production process. It is then reviewed and finalized with Client Service prior to submitting it to clients for review and signed approvals.



Should budget overages be anticipated, creative is immediately notified and the job is temporarily halted. The job is then re-evaluated. Collaboratively, Project Management and Client Service arrive at a satisfactory resolution to the concern in question and a revised estimate is drafted and submitted to clients for signed approval before work is reinitiated with creatives and/or production.







# WHAT & WHO

PROJECT  
MANAGEMENT





**PROJECT PLANNING** Early in life we're told that the world is grey. OK . . . but as for timings and profitability, BLACK & WHITE is what's going to produce results. It's all in how we effortlessly weave it all together.

**ANNUAL TIMINGS CALENDAR** In the fourth quarter of each preceding year Project Management organizes, coordinates, and supports Client Service with the development of an Annual Timings Calendar. This planning perspective is based on monthly, quarterly, and the entire coming year's projected scope of work. Project Management ensures that the unexpected is anticipated and the calendar is completed with sufficient time for reviews with Creative Directors and Executive Management.

RESPONSIBILITY: Client Service

OVERSIGHT/SUPPORT: Project Management





## **THREE WEEK ADVANCE PLANNINGS** Direct and oversee

a “3-Week Advance Planning” process for review meetings on all jobs and anticipated projects. This accounts for three formal internal reviews. The final review is to be scheduled no less than 1.5 days prior to the first client presentation. This planning and review process allows twentyfour hours for final tweaks before clients get their first look.

### A. DELIVERABLES TO CLIENT

PRIMARY RESPONSIBILITY: Account Service

OVERSIGHT: Project Manager

### B. STUDIO PRODUCTION & MANAGEMENT

RESPONSIBILITY: Project Management

OVERSIGHT: Studio Management



**PROJECT TIMINGS** • All-inclusive scheduling for timings and internal reviews on every project that enters the house. Consideration is given to all steps required in the process including the initial briefing through final posting/on-air. Project Management's scheduling must anticipate potential hot spots for all service departments, outside vendors as well as Client Purchasing/Procurement.

- Communicate project timings internally with all related departments and personnel. Oversee/supervise and follow-up on timings and deadlines with everyone throughout the entire development and production process.

RESPONSIBILITY: Project Management

OVERSIGHT: Self-reliant





**ORGANIZATION** It's only of value when people are not wasting time and energy worried about their jobs or the political climate. Communication and keeping everyone up to speed at all times allows everyone to focus on "the best possible product." And this is the product of TRANSPARENCY.

### **INITIATION OF JOB**

- Collect all relevant project information; i.e. creative brief, formats, specific creative direction, descriptions of presentation materials, work orders, any and all information briefing through media posting /airing.
- Communicate and distribute project related information to the appropriate team members and service departments;





Creative, Studio, Print Production, Video,  
Film, Audio, Art Buying, and Digital.

RESPONSIBILITY: Project Management  
OVERSIGHT: Self-reliant

### **BRIEFING OF SERVICE DEPARTMENTS**

Oversee and coordinate production briefings through  
creatives to the responsible service departments with  
sufficient advance timings for delivery on expectations.

RESPONSIBILITY: Creative  
OVERSIGHT: Project Management

### **INTERNAL MEETINGS – SCHEDULING and COORDINATION**

- Oversee the coordination of all needed internal  
meetings according to workflows; i.e. creative  
briefing meetings, internal creative reviews, status  
meetings, production, etc.





- Scheduling and follow ups: Supervise the scheduling of the initial review of brief with Creative Director and team.

3-Week Advance Planning Review Process: two executive reviews with the Group Creative Director and Senior Account Management. The final internal review is scheduled two days prior to client review meeting. NOTE: 1st executive review occurs no less than 7 working days prior to the 1st client review.

RESPONSIBILITY: Creative Director and Account Manager

OVERSIGHT/DIRECT: Project Management

**ART TRAIL** Oversee the archiving of all layouts, pdfs, digital, and all other materials presented, forwarded or shipped to clients.

RESPONSIBILITY: Client Service

OVERSIGHT: Project Management





**CREATIVE HOURS AUDITING** Monitor creative time-keeping on a weekly basis. Verify that appropriate job numbers and actual “real hours” are current and correct at all times.

RESPONSIBILITY: Project Management  
OVERSIGHT: Self-reliant

**PROJECT REPORTS** Support development of project reports in collaboration with Client Service within 24 hours post client meetings and immediately upon completion of all jobs. Reports are based on the project’s scope and the resulting actual hours cross-referenced against estimated hours.

RESPONSIBILITY: Client Service  
SUPPORT: Project Management





**JOB FLOW** Efficiency drives profitability. Project Managers are an inspirational part of the equation as well as the police.

**JOB COORDINATION** Good project managers utilize entrepreneurial initiative coordinating all jobs regardless the scope and/or size. They make special considerations on timings when necessary, fully conscious that 24 can impact quality and ontime delivery. Teams are always pro-active policing themselves and PM's are continually prompting all departments and personnel keeping everyone aware of how their performance impacts the next in line. They're always helping everyone with successfully fulfilling their responsibilities and hitting deadlines . . . preferably with 24 hours to burn.

RESPONSIBILITY: Project Management  
OVERSIGHT: Self-reliant





**INTERNAL WORK ORDERS** • Create internal Studio work orders for all jobs entering the Studio: i.e. layouts, low-res-scans, comp layout photo shootings, comp and dummy development, mechanicals, etc.

- Acquire Studio cost estimates prior to submitting the job brief to be worked on. Project Manager and Art Director jointly brief Studio Project Manager and lead Layout Artist. Studio Project Manager returns estimate to Agency Project Manager. Client Service submits costs to clients for signed approval prior to initiation of Studio work. No job is to enter the Studio without the joint approval of the Studio Project Manager and the Agency Project Manager.

RESPONSIBILITY: Project Management

OVERSIGHT: Self-reliant





## **MECHANICALS**

• Post final layout and copy approvals by CD and client, all relevant materials for production of mechanicals are collected by the Project Manager. The Studio work order form is then developed including all relevant information; i.e. format, size, color specs, artwork number, price, deadline, etc.

- Should the job hold complexities, predetermine whether a joint production meeting is warranted and if so, coordinate all involved parties - Creative, Mechanical Artists, Production Manager, Studio Project Manager, etc.
- Studio Project Manager is briefed on the job directly if the mechanical is routine in nature.
- Coordinate proof reading against approved copy before mechanical development begins. Follow-up on the proof



reading of mechanicals through the Studio Project Manager and Studio Proof Reader.

- Gather internal mechanical approvals from Creatives, Account Manager, and Print Production. Once all internal approvals are made, forward all final art and the PDF to Account Manager for signed client approval.

RESPONSIBILITY: Project Management

OVERSIGHT: Self-reliant

ADDED TO

**FINAL ARTWORKS** • Oversee and coordinate the ordering of final artworks through Creative to Print Production.

- Supervise the entire approval process of Creatives through Client Service and clients on all final art prior to shipping to publisher.

RESPONSIBILITY: Creative

OVERSIGHT/SUPERVISION: Project Management





**LITHOS / PRINT-AD MATERIALS** • Post receipt of the media plan from the media agency through Account Service, provide print production with the appropriate print specific Pre - Press - Plan or Production Plan including all relevant information.

- Control, supervise, and follow up on due dates.
- Inform Account Management with the appropriate lead time required should a situation arise that a posting or on - air date cannot be met. Provide Client Service with all needed information the situation calls for and / or dictates.
- Account Service informs the Client immediately.
- If necessary, postpone deadlines through the media agency or directly with publishing houses.
- Execute shipping of all documentation and forwarding to print production, digital post, and / or post production.

RESPONSIBILITY: Project Management

OVERSIGHT: Self-reliant





## **WORKFLOW AND PROCESSES**

- Continual follow-ups on all workflows and processes within the day-to-day business and maintaining oversight so that all team members can adhere to the designated scheduling and developmental processes.

- Maintain entrepreneurial leadership vigilant to identify opportunities that will optimize and improve internal workflows with respect to quality and cost efficiencies. Establish new processes in cooperation with the Head of Operations.

RESPONSIBILITY: Project Management

OVERSIGHT: Self-reliant





## **BUDGET CONTROL AND FINANCE** Project Management

is not a pair of shoes to slip on and off casually whenever things get a little entertaining. The shoes of a PM may look comfortable, but PM's must "talk the walk and walk the talk." From the first step to the last and the closing of the job, profitability only comes through Project Management's efficiency, effectiveness, accuracy, entrepreneurship and inspiration.

**JOB NUMBER STRUCTURE** Manage and control the setup of a job number structure referencing the scope of services and tracking needs for the client and the agency in cooperation with the account team leader.

RESPONSIBILITY: Account Management

SUPERVISION: Project Management

**JOB NUMBER ALLOCATION** • New Job Numbers are opened immediately upon a new assignment entering the





agency. All job numbers reference the approved job number structure for each account.

- Inform and clearly communicate all new job numbers across departments and specifically with creative personnel.

RESPONSIBILITY: Project Management

OVERSIGHT: Self-reliant

**BUDGET ESTIMATING** Estimate and generate budgeting for all job related costs relative to the entire project. This is done in collaboration with all related service departments. Prepare an internal rough estimate encompassing the entire scope of the project. This initial estimate serves as the basis for Account Management's complete production budget planning responsibilities.

RESPONSIBILITY: Project Management

OVERSIGHT: Self-reliant





**COST ESTIMATES** Prior to the initiation of final production, gather production costs from all service departments, the Studio, and outside suppliers. Generate the initial cost estimate for Account Management to be submitted to the client for signed approval.

RESPONSIBILITY: Project Management

OVERSIGHT: Self-reliant

**COST CONTROL** Maintain vigilant oversight and cost control over estimated production budgets. Continual tracking of all expenditures allows for prompt notice should revised estimates be needed and warranted. Once all numbers and revised timings have been gathered and put into a Revised Estimate format, Account Management





should immediately submit the revised estimate to clients for signed approval. Creative and Production should not resume work until signed approvals are received.

RESPONSIBILITY: Project Management

OVERSIGHT: Self-reliant

**INVOICING CHECKS AND BALANCES** Control and track all incoming invoices daily. Check actual costs against approved estimates prior to forwarding the invoices to finance department. This is done within 24 hours of receipt of the invoices from suppliers.

RESPONSIBILITY: Project Management

OVERSIGHT: Self-reliant





**FINANCE JOB REPORTS** Financial job reports are created at the end of every month on all open jobs. All outside suppliers are to be prompted / reminded to submit invoicing in a timely manner immediately upon delivery of all jobs through agency service departments. The associated service departments are held accountable for all missing invoices under the supervision of Project Management.

RESPONSIBILITY: Project Management  
OVERSIGHT: Self-reliant

**INVOICE PREPARATION** Immediately upon delivery and completion of all jobs, the collection, organization, and cost reporting with invoices attached are submitted to Finance.

RESPONSIBILITY: Project Management  
OVERSIGHT: Self-reliant



**CLOSE JOB** Thorough oversight and supervision have led to completion of the job with client approvals throughout every step of job development, production, posting and/or airing. Invoicing is now submitted to finance. Post invoicing, the job is closed and archived to its respective job file. The assignment is on brief and a superior communications product has been delivered on budget and on time.

RESPONSIBILITY: Project Management  
OVERSIGHT: Self-reliant





## CLIENT'S ANNUAL FINANCIAL STATEMENTS

All invoicing is gathered and submitted to clients in accordance with their Annual Financial Statement needs. Note to set aside sufficient reserve budget for all ongoing jobs in cooperation with the client's finance department.

RESPONSIBILITY: Project Management  
OVERSIGHT: Self-reliant

**FINANCIAL AUDITS** Prepare all documentation, invoicing, and other required data for client and agency finance auditors in cooperation with Account Management and Finance.

RESPONSIBILITY: Project Management  
OVERSIGHT: Self-reliant





When people feel trusted and are kept in the loop their sense of responsibility and accountability swells with pride. BE BLACK, and BE WHITE. Have vision and be transparent.

Project Management fosters environments which provoke unique thinking and generates breakthrough solutions. It's the weaving together of the elements, observing all solutions, and having the vision to identify the one that will move the masses emotionally.

Profitability and success require leadership by example. You are what's going to make believers out of even the most doubtful of skeptics. It's trust through transparency that is going to deliver on the bottom line . . .

THE BEST WAY TO PREDICT THE FUTURE - CREATE IT!

# BOTTOM LINE

PROJECT  
MANAGEMENT







Wanna Make 'MO MONEY

GO GET WARD

YOUR SOLUTION



WARD GRAHAM  
E: ward.graham100@gmail.com  
M I: +49 151 205 898 80  
M Z: +1 829 294 1024