

## Executive Vice President, Operations

The **EVP of Operations** is a mature leader who successfully optimizes the agency's investments (human, technical and financial) to help achieve the stated mission and vision. The EVP will inspire others to drive clarity in how to efficiently and effectively conduct business to support company growth and create greater efficiency through process and technology to increase-billable fees and profitability. Focus is on meeting both current and future needs of the agency. They consistently display core values of curiosity, warmth, and perseverance. They contribute to the agency purpose of helping customers make better decisions by ensuring every decision should be one that improves today's output while enhancing the future benefit. This position should have extensive knowledge of the industry, finances and employee output while understanding and striving to meet the company's strategic goals, and core beliefs. Specific areas of responsibility include oversight of production/project management resources, human resources, process improvement, investment optimization and other agency support as needed.

Strong understanding of agency best practices, optimizing resources and fostering a positive work culture is essential. This position oversees the VP of Production and HR functions of the Controller/Director of HR and reports to the CEO. Specific responsibilities include:

### Business Operations Management

- Manage the Production Department to achieve greater efficiency in estimating, workflow, technology integration and tracking of the projects for greater profitability of the agency
- Generate higher billable fees per labor hour for every person within the agency
- Collaborate with Partners to develop and meet company goals while supplying expertise and guidance on operations projects and systems
- Evaluate current technologies, and systems to improve and streamline organizational processes and use of resources and materials. Identify new technology where appropriate and beneficial to workflow
- Establish and champion agency processes that allow for profitability tracking at the departmental and employee level; provide monthly updates to partners
- Ensure that departmental decisions and project plans such as those for staffing, service/product development, IT/resource acquisitions, and any facilities are in line with the agency's business plan and vision
- Establish, communicate and implement operations-related policies, practices, standards, and security measures to ensure effective and consistent support and execution
- With the other Partners, review and approve significant investments and staffing requirements to help monitor and control the business' expenses
- Be open to tackling unforeseen issues and troubleshooting to get to the best possible solution
- Present periodic performance reports and metrics to the Partners
- Maintain knowledge of emerging technologies and trends in operations management

- Develop and promote an operational vision with short- and long-term goals that ladders back to the agency purpose
- Represent the company for external and internal events
- Monitor the competitive landscape through benchmarking, attending events or networking with industry professionals to stay abreast of new initiatives

### **Cross Functional Engagement**

- In collaboration with the VPs of Technology & Production manage the equipment assets of the company, including hardware, software and third-party IT support (currently DNA Solutions) to reduce costs, improve speed of workflow and enhance output levels against estimates
- Find opportunities to optimize profitability and revenue potential for the agency when significant investments are made with current systems (ex: Workamajig, Bionic, Centro/Basis, Adswerve) as well as future solutions yet to be identified
- Be a good problem solver for the cross-functional teams to support our business and customer needs
- With the VP of Production, optimize Workamajig to keep it current and working well for the organization, including appropriate upgrades or customization as needed
- Actively engage in senior leadership team meetings to share specific progress on KPI's outlined below help position the agency for continued growth
- Collaborate with other Department VPs to determine how to efficiently & effectively carry out the agency's goals and objectives
- Work with the VP of Production to determine the best way to handle job/estimate/resource reconciliation by mastering the art of the post mortem

### **HR Operations** *(Note: will revisit this section further after new Controller/Director of HR is hired)*

- Oversee recruitment efforts by:
  - Prioritizing and leveraging most successful avenues (employee referrals, Glassdoor, online search and Indeed)
  - Identifying ways to optimize opportunities with digital platforms (includes LinkedIn, Facebook, ZipRecruiter, etc.)
  - Further solidifying relationships with & evaluate new recruiters (includes Sparks, Engine Performance, Profiles, Creative Circle, Chris Larsen, Knak Digital, The Ford Agency, KDSearch, etc.)
  - Supporting initial screening of candidates if department lead requests
- Finalize onboarding plan by creating a consistent template, rolling out to managers and discussing areas for customization and optimizing every year based on manager/new employee feedback
- Spearhead retention efforts by:
  - Reinforcing and highlighting advantages of agency (especially compared to corporate marketing jobs)

- Reviewing exit interviews, Inbox suggestions, survey responses and other feedback provided by managers/employees for improvement opportunities, including adding other benefits
- Supporting managers as they receive employee feedback by taking corrective actions to try to keep great people from leaving
- Identifying, training and developing leaders within the company and setting them on a path for management
- Developing an understanding of competitive compensation and benefits
- Determining the Marriner employee brand in how we talk about ourselves, why clarity matters and reinforce we are special among other marketing professionals
- Identify and execute professional development/training opportunities by:
  - Outlining what's available already to Agency broadly and specific to department's expertise
  - Identifying new internal and external resources to expand knowledge potential
  - Creating an approval process & budget for handling recommendations brought forward by managers or employees
- Raise the bar on employee performance resources and support by:
  - Ensuring annual reviews are conducted constructively and on time
  - Creating development and improvement plan templates & offer coaching as needed with managers
  - Being involved in issue resolution discussions, termination or probation meetings
  - Creating more consistent guidelines for handling spot bonuses & comp time
- Ensure accurate employee documentation management by:
  - Digitizing all core documents (compensation worksheets, performance reviews, self-evaluations, meeting follow-ups, exit interviews, etc.)
  - Updating & obtaining signatures as needed on the following company documents: Employee handbook, COVID workplace guidelines, technology guidelines, employee photo usage, etc.
  - Tracking COVID vaccinations
  - Sending TrackSmart vacation/sick PTO use or lose reminders to managers twice a year
  - Identifying new PTO tracking methodology to reduce additional labor involved with TrackSmart

## **Team Management**

- Maintain and grow the health and culture of the Agency – a fun and meaningful place to work
- Establish and encourage a culture of teamwork based on warmth, curiosity & perseverance
- Establish job descriptions and six- and twelve-month goals for any direct reports
- Conduct performance reviews and career path plans, including encouraging training to build and develop new skills and capabilities, for direct reports
- Collaborate with VP of Production and Controller/VP of HR to discuss issues, solutions or other ways to keep the agency operating efficiently and productively

### Required Knowledge/Skills/Experience

- Bachelors degree in Business Administration, Marketing/Communications or other industry-related field required; MBA preferred
- At least 10 years of industry-related experience including five years in upper management required
- Understanding of the strategic planning, budgeting and resourcing process
- Demonstrated experience setting, monitoring and meeting quarterly and annual goals
- Experience building and scaling teams, systems and processes
- Persuasive communication skills
- Strong verbal, written, listening, presentation, persuasion and interpersonal skills
- Knowledge of the principles, procedures, and best practices in the industry
- Excellent organizational skills and attention to detail
- Very strong analytical and problem-solving skills, backed by a do-whatever-it-takes attitude and entrepreneurial spirit
- Effective management of multiple, concurrent initiatives against timelines
- Ability to negotiate and build relationships with outside vendor partners or other entities involved in supporting the agency or its customers
- Ability to work in a fast-paced environment while still having fun and remaining calm and poised under pressure
- Proficient with Microsoft Office Suite or related software

### Key Performance Indicators (KPIs)

- Overall agency productivity and profitability to result in a double-digit net profit of 14% on \$7.2MM in billable fees
- Successfully optimize priority agency investments both current (WMJ, Adswerve, Centro/Basis, Bionic, etc.) and future (yet to be identified) to achieve specific efficiencies for the agency (reduce manual input and redundancy while enhancing our agency output/fees)
- Support Production on achieving:
  - Labor to billable fees ratio at or below target of 85% for FY22
  - Billable fees of at or above target of \$39,000 a month for FY22
- Manage employee turnover rate to 20% or less
- Work with Department VPs/managers to ensure individual employee professional growth and training and on-time performance reviews