

# The Changing In-House Agency

# In-House Agency Models

- Need: Creative “factory” structure
  - Functions primarily in reactive mode
  - Viewed more as executional/tactical partners
  - Smaller in size
  - Mostly junior level staff

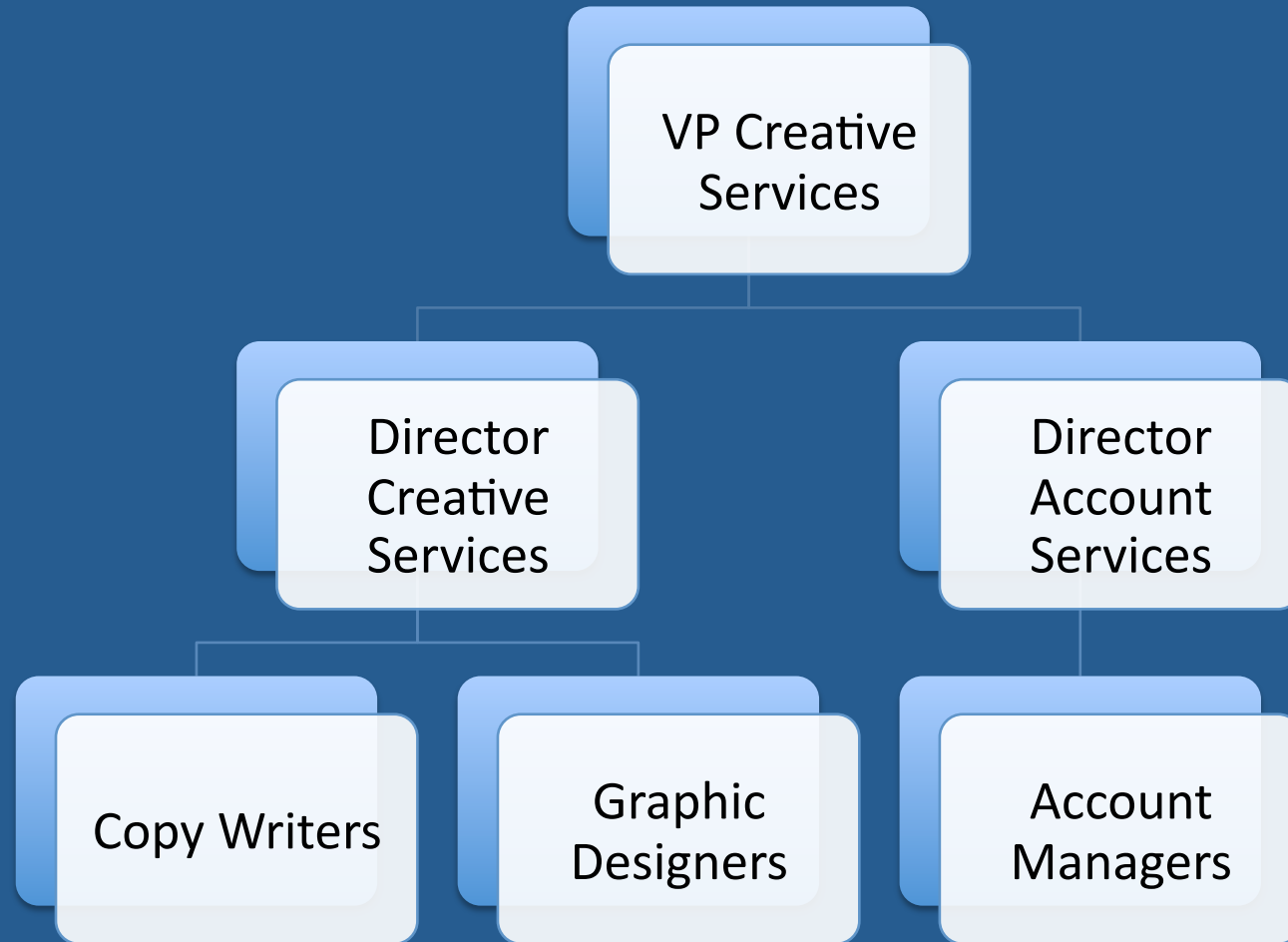
# In-House Agency Models



# In-House Agency Models

- Need: long-term planning/strategic partner
  - Proactively plays central role within organization
  - Develops communication strategies
  - Manages all creative
  - Oversees any external agency relationships
  - Larger staff with more senior-level staff

# In-House Agency Models



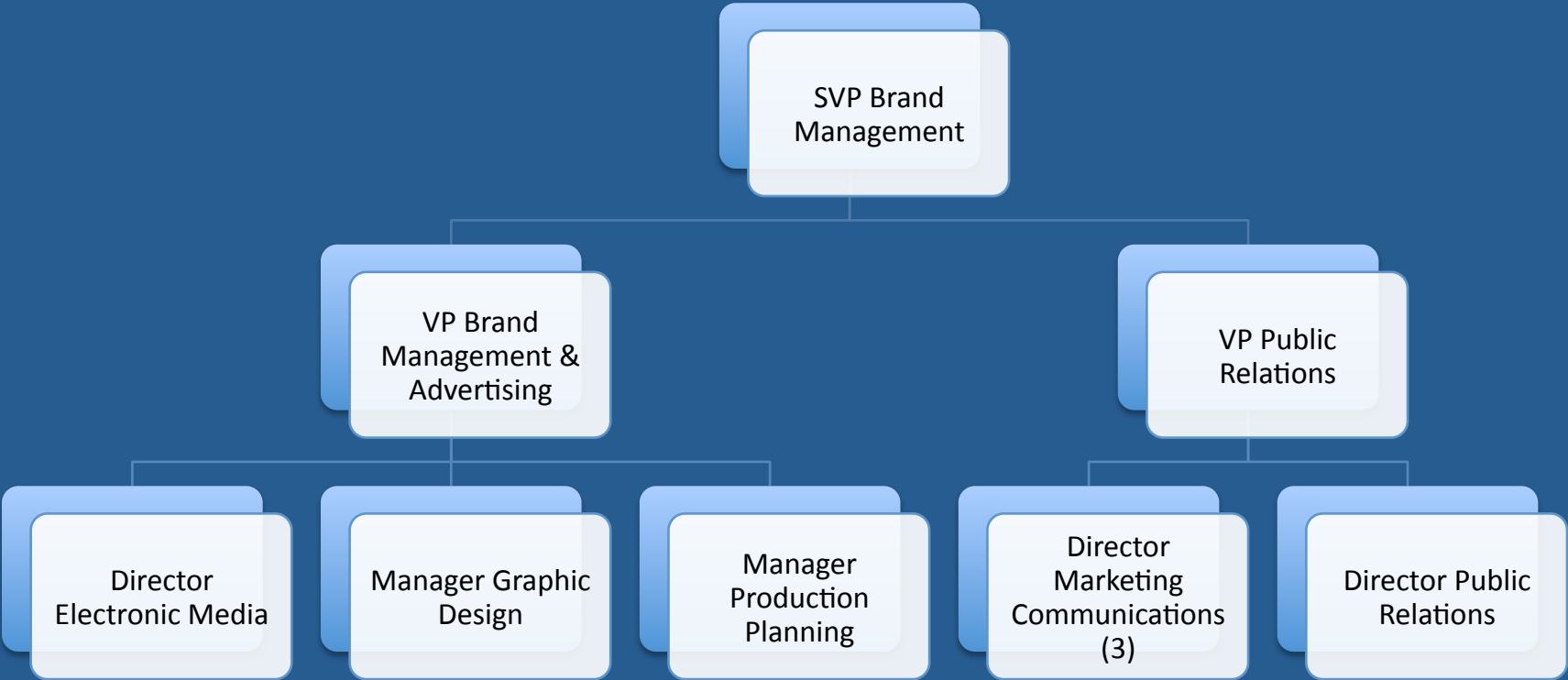
# In-House Agency Benefits

- Dedicated staff working on one brand
- Turn work relatively quickly
- Fixed operating cost
- Committed to maintaining consistency of messaging/brand look and feel

# In-House Agency Challenges

- May not get a fresh perspective
- More likely to get more rework (no \$\$)
- Increased capacity = less quality
- Lack of strategic planning vs. execution

# Mutual's Model



# Mutual's Model

- Centralized, Corporate Division
- Allocate costs back to Business Units
- Marcom areas dedicated to single SBU
- Responsible for managing/maintaining a consistent brand image and identity

# Mutual's Challenges

- 2001
  - Staff of +/- 80
  - Processed approximately 500 jobs/month
  - 3 web designers
  - No formal process for capturing all work

# Mutual's Challenges

- 2011
  - Staff of 90
  - Process 1,000+ jobs/month
  - 14 web designers/3 e-commerce coordinators
  - Marketing on Demand
  - Interactive design vs. traditional print design

# Mutual's Challenges

- Increased workload/flattened staff
- Increased accountability/transparency regarding allocation \$\$
- New expectations with new media options