



COMMON THREAD

COLLECTIVE

CTC PULSE

2019 [DECEMBER]

PURPOSE

If the vision for Common Thread Collective is to help entrepreneurs achieve their dreams and we believe each and every employee to be an entrepreneur, it's our duty to find out how we're doing in practice of dream chasing and dream catching.

The Pulse is CTC's method of collecting feedback to "check the pulse" of how we're doing overall as well as dive into some specifics. We ask that you approach this survey by reflecting on the past year with thoughtfulness and an honest heart. This is your opportunity to give CTC sincere feedback - anonymously!

Bottom line we care about you so we care about your perceptions of what CTC is doing well and what could be even better. That's the premise behind The Pulse. We can't make changes in areas you think need improvement if we don't hear from you, and trust me when I say we want to hear it all - what makes you happy, what ideas you have to make things better, where you would like to see change, and what you want to stay the same. Trust when we say we USE these responses - last year we began to implement changes right away.

Year over year, we've used the feedback and made changes to help CTC become the best agency it can be.

DEMOGRAPHICS

DEMOGRAPHICS

GENERAL

YEAR OVER YEAR [YOY]			
	2017 [November]	2018 [November]	2019 [December]
Response Rate			
	93%	92%	56%
Gender			
Ladies	40%	36%	30%
Gents	60%	64%	70%
Age			
26 & Under	30%	41%	33%
27 & Older	70%	59%	67%
Tenure			
Less than 6 Months	50%	41%	16%
6 Months - 1 Year	14%	11%	12%
1 Year - 1 1/2 Years	11%	23%	16%
1 1/2 Years - 2 Years	4%	11%	12%
2 + Years	21%	14%	44%

DEMOGRAPHICS

DEPARTMENTS

YOY				
		2017 [November]	2018 [November]	2019 [December]
Administration Apprentice, Finance, Managing Partner	-	11%	5%	
Business Development	-	2%	5%	
Creatives Designers, Brand, Content, Chief Creative Officer	-	39%	20%	
Differentiation	-	16%	1%	
Media & Social Buying All of Paid Media, Google, Director of Paid Media	-	32%	48%	
NYCTC New York Office	-	-	11%	
Operations ADmission, Director of Client Marketing Strategy, VP of Operations	-	Admin	5%	
Propaganda	-	Admin	5%	

THE DATA

DEMOGRAPHICS

DEFINITIONS

Employee | You

Manager | Direct Supervisor

Partners | Taylor, Iain, Cory, Jordan, Josh

CTC | Company Specific Initiatives

Average | All data compiled and averaged

~~ANALYSIS~~

THE STATISTICS

INTERPRETATION

- All data is presented as an average analysis of the 1-5 Likert scale used in the survey.
- Closer to 1 = Strongly Disagree (highly unsatisfied)
- Closer to 5 = Strongly Agree (highly satisfied)
- Note: any items reverse scaled were adjusted in the data analysis
- “Culture” has been rebranded “Mission Focus” based on the types of questions asked for that section.

YEAR OVER YEAR COMPARISON

YOY AVERAGE				
	2017 [November]	2018 [November]	2019 [December]	
Mission Focused	0	4.1	3.9	
Vision	4.6	4.4	4.5	
Values	4.5	4.7	4.6	
Clients	4.2	4.5	3.8	
Business Focus	4.3	4.3	3.4	Biggest Delta
Adaptability	4.5	4.7	4.3	
Work Pace & Stress	3.9	3.9	3.8	
Work Home Balance	4.2	4.1	4.0	
Job Satisfaction	4.7	4.7	4.4	Job Satisfaction
Workplace & Resources	4.5	4.3	4.0	
Diversity	4.4	4.4	4.0	
Platforms & Processes	3.9	4.6	4.3	
Communication	4.5	4.6	4.1	
Feedback	4.2	4.4	4.1	
Recognition	4.3	4.3	4.0	
Manager	4.8	4.8	4.7	Highest Satisfaction
Partners	4.8	4.7	4.7	Highest Satisfaction
TMYD	4.7	4.2	4.3	
Professional Development	4.1	4.4	3.9	
Compensation	3.5	3.6	3.3	Lowest Satisfaction
Benefits	3.8	4.7	4.7	Highest Satisfaction
The Pulse	4.2	4.5	4.3	
TOTAL AVERAGE	4.2	4.4	4.2	

GENDER

LADIES			
	2017 [November]	2018 [November]	2019 [December]
Mission Focus	-	4.1	3.9
Vision	4.5	4.6	4.5
Values	4.5	4.7	4.8
Clients	4.2	4.5	3.7
Business Focus	4.2	4.3	3.4
Adaptability	4.4	4.8	4.3
Work Pace & Stress	3.8	4.1	3.7
Work Home Balance	4.1	4.2	4.1
Job Satisfaction	4.6	4.8	4.3
Workplace & Resources	4.5	4.4	3.8
Diversity	4.4	4.3	3.8
Platforms & Processes	3.6	4.8	4.2
Communication	4.5	4.7	3.8
Feedback	4.2	4.5	3.9
Recognition	4.3	4.4	4.2
Manager	4.7	4.8	4.4
Partners	4.9	4.8	4.6
TMYD	4.8	4.3	4.1
Professional Development	4.1	4.5	3.7
Compensation	3.1	3.9	3.2
Benefits	3.5	4.8	4.8
The Pulse	4.4	4.7	4.4
TOTAL AVERAGE	4.2	4.5	4.1

GENDER

GENTS			
	2017 [November]	2018 [November]	2019 [December]
Mission Focus	-	4.1	3.9
Vision	4.6	4.3	4.5
Values	4.5	4.6	4.5
Clients	4.3	4.5	3.8
Business Focus	4.3	4.4	3.3
Adaptability	4.6	4.6	4.4
Work Pace & Stress	3.9	3.7	3.8
Work Home Balance	4.3	4.0	4.0
Job Satisfaction	4.7	4.6	4.5
Workplace & Resources	4.5	4.3	4.1
Diversity	4.5	4.5	4.0
Platforms & Processes	3.9	4.8	4.4
Communication	4.5	4.5	4.2
Feedback	4.2	4.4	4.2
Recognition	4.2	4.2	3.9
Manager	4.8	4.8	4.9
Partners	4.7	4.7	4.7
TMYD	4.6	4.1	4.4
Professional Development	4.3	4.3	3.9
Compensation	3.7	3.5	3.3
Benefits	4.1	4.6	4.7
The Pulse	4.1	4.4	4.3
TOTAL AVERAGE	4.3	4.4	4.2

AGE

26 & UNDER			
	2017 [November]	2018 [November]	2019 [December]
Mission Focus	-	4.1	3.8
Vision	4.6	4.6	4.3
Values	4.4	4.6	4.6
Clients	4.3	4.4	3.6
Business Focus	4.2	4.4	3.5
Adaptability	4.4	4.7	4.3
Work Pace & Stress	3.7	3.7	3.9
Work Home Balance	4.2	3.9	4.2
Job Satisfaction	4.6	4.7	4.2
Workplace & Resources	4.5	4.3	4.0
Diversity	4.3	4.5	3.6
Platforms & Processes	3.5	4.7	4.3
Communication	4.4	4.6	4.2
Feedback	4.0	4.4	4.2
Recognition	4.3	4.4	4.0
Manager	4.5	4.8	4.7
Partners	4.8	4.8	4.6
TMYD	4.6	4.0	4.3
Professional Development	4.1	4.4	3.7
Compensation	3.1	3.7	3.1
Benefits	3.5	4.7	4.7
The Pulse	4.4	4.5	4.1
TOTAL AVERAGE	4.1	4.4	4.1

AGE

27 AND OVER			
	2017 [November]	2018 [November]	2019 [December]
Mission Focus	-	4.1	4.0
Vision	4.6	4.3	4.6
Values	4.6	4.7	4.6
Clients	4.2	4.5	3.8
Business Focus	4.3	4.3	3.3
Adaptability	4.6	4.6	4.4
Work Pace & Stress	3.9	4.0	3.7
Work Home Balance	4.2	4.2	4.0
Job Satisfaction	4.7	4.7	4.5
Workplace & Resources	4.5	4.4	4.0
Diversity	4.5	4.4	4.1
Platforms & Processes	4.0	4.6	4.4
Communication	4.5	4.5	4.0
Feedback	4.3	4.4	4.1
Recognition	4.3	4.3	4.0
Manager	4.9	4.8	4.7
Partners	4.8	4.7	4.7
TMYD	4.7	4.3	4.3
Professional Development	4.3	3.6	4.0
Compensation	3.6	3.6	3.4
Benefits	4.0	4.7	4.7
The Pulse	4.0	4.6	4.4
TOTAL AVERAGE	4.3	4.4	4.2

TENURE

Less Than 6 MONTHS			
	2017 [November]	2018 [November]	2019 [December]
Mission Focus	-	4.4	4.5
Vision	4.6	4.8	4.9
Values	4.5	4.8	4.8
Clients	4.2	4.8	4.4
Business Focus	4.1	4.7	3.5
Adaptability	4.4	4.8	4.9
Work Pace & Stress	3.8	4.0	4.0
Work Home Balance	4.0	4.1	4.4
Job Satisfaction	4.6	4.8	5.0
Workplace & Resources	4.4	4.5	4.5
Diversity	4.2	4.6	3.7
Platforms & Processes	3.5	4.8	4.3
Communication	4.5	4.7	4.5
Feedback	4.2	4.6	4.7
Recognition	4.2	4.5	4.7
Manager	4.6	4.9	5.0
Partners	4.8	4.8	5.0
TMYD	4.6	3.9	3.8
Professional Development	4.0	4.5	4.4
Compensation	3.0	3.7	3.9
Benefits	3.7	4.8	5.0
The Pulse	4.2	4.7	4.8
TOTAL AVERAGE	4.1	4.5	4.6

TENURE

6 MONTHS - 1 YEAR			
	2017 [November]	2018 [November]	2019 [December]
Mission Focus	-	4.1	3.4
Vision	4.6	4.2	4.5
Values	4.5	4.3	4.5
Clients	4.4	4.3	4.0
Business Focus	4.6	3.8	3.6
Adaptability	4.7	4.7	4.4
Work Pace & Stress	3.7	3.4	4.1
Work Home Balance	4.6	3.9	3.7
Job Satisfaction	4.6	4.5	4.6
Workplace & Resources	4.6	4.2	4.4
Diversity	4.8	4.5	4.4
Platforms & Processes	4.3	4.7	4.1
Communication	4.3	4.7	4.3
Feedback	3.8	4.5	4.3
Recognition	4.0	4.3	4.1
Manager	4.8	4.8	4.7
Partners	4.9	4.8	5.0
TMYD	4.5	4.5	4.7
Professional Development	4.2	4.4	3.9
Compensation	4.3	3.4	3.1
Benefits	4.0	4.2	4.7
The Pulse	3.9	4.5	4.5
TOTAL AVERAGE	4.3	4.4	4.3

TENURE

1 YEAR - 1 1/2 YEARS			
	2017 [November]	2018 [November]	2019 [December]
Mission Focus	-	4.1	4.8
Vision	4.3	4.3	4.3
Values	4.7	4.6	4.4
Clients	4.3	4.3	3.6
Business Focus	4.4	4.2	3.1
Adaptability	4.3	4.5	4.1
Work Pace & Stress	3.5	3.9	3.6
Work Home Balance	4.0	3.9	3.3
Job Satisfaction	4.7	4.7	4.3
Workplace & Resources	4.6	4.2	4.1
Diversity	4.6	4.1	3.6
Platforms & Processes	3.7	4.4	4.9
Communication	4.6	4.4	4.1
Feedback	4.4	4.3	4.3
Recognition	4.1	4.2	3.7
Manager	4.8	4.7	4.9
Partners	4.8	4.5	4.3
TMYD	5.0	4.4	4.4
Professional Development	4.4	4.2	4.1
Compensation	3.4	3.6	2.8
Benefits	4.1	4.9	4.4
The Pulse	4.0	4.3	4.3
TOTAL AVERAGE	4.3	4.3	4.1

TENURE

1 1/2 - 2 YEARS			
	2017 [November]	2018 [November]	2019 [December]
Mission Focus	-	3.2	3.1
Vision	5.0	4.1	3.8
Values	4.3	4.3	4.3
Clients	4.5	4.3	3.1
Business Focus	4.5	4.2	2.5
Adaptability	5.0	4.4	3.7
Work Pace & Stress	4.3	3.1	3.0
Work Home Balance	5.0	4.1	3.8
Job Satisfaction	5.0	4.4	4.1
Workplace & Resources	4.5	4.2	3.4
Diversity	5.0	4.1	3.8
Platforms & Processes	4.1	4.4	4.1
Communication	4.2	4.4	3.8
Feedback	4.7	4.2	3.7
Recognition	4.2	3.8	3.8
Manager	4.9	4.7	4.3
Partners	4.4	4.6	4.3
TMYD	5.0	3.8	4.0
Professional Development	4.3	4.3	3.8
Compensation	4.4	4.1	2.8
Benefits	3.0	4.8	4.3
The Pulse	3.0	4.1	3.3
TOTAL AVERAGE	4.3	4.2	3.8

TENURE

2 + YEARS			
	2017 [November]	2018 [November]	2019 [December]
Mission Focus	-	4.3	3.8
Vision	4.9	3.7	4.7
Values	4.5	4.8	4.7
Clients	4.2	4.3	3.7
Business Focus	4.3	4.3	3.5
Adaptability	4.6	4.7	4.4
Work Pace & Stress	4.2	4.4	3.8
Work Home Balance	4.5	4.5	4.3
Job Satisfaction	4.9	4.8	4.3
Workplace & Resources	4.6	4.3	3.9
Diversity	4.5	4.4	3.7
Platforms & Processes	4.3	4.7	4.4
Communication	4.7	4.5	3.9
Feedback	4.5	4.7	3.9
Recognition	4.5	4.3	3.9
Manager	5.0	5.0	4.7
Partners	4.9	4.9	4.7
TMYD	4.9	4.4	4.4
Professional Development	4.6	4.4	3.7
Compensation	3.8	3.5	3.4
Benefits	4.1	4.5	4.8
The Pulse	4.8	4.9	4.4
TOTAL AVERAGE	4.5	4.5	4.2

DEPARTMENT

Administration Apprentice, Finance, Managing Partner			
	2017 [November]	2018 [November]	2019 [December]
Mission Focus	-	4.5	4.3
Vision	-	3.9	4.3
Values	-	4.7	4.5
Clients	-	4.5	4.1
Business Focus	-	4.3	4.0
Adaptability	-	4.7	4.6
Work Pace & Stress	-	4.3	3.9
Work Home Balance	-	4.7	4.6
Job Satisfaction	-	4.9	4.4
Workplace & Resources	-	4.2	4.3
Diversity	-	4.5	4.5
Platforms & Processes	-	4.5	3.8
Communication	-	4.5	4.5
Feedback	-	4.3	4.1
Recognition	-	4.1	3.8
Manager	-	5.0	4.7
Partners	-	4.7	4.9
TMYD	-	4.1	5.0
Professional Development	-	4.4	3.7
Compensation	-	4.1	4.3
Benefits	-	4.6	4.6
The Pulse	-	4.4	4.7
TOTAL AVERAGE		4.4	4.3

DEPARTMENT

BUSINESS DEVELOPMENT			
	2017 [November]	*2018 [November]	2019 [December]
Mission Focus	-	-	4.0
Vision	-	-	4.3
Values	-	-	4.5
Clients	-	-	2.5
Business Focus	-	-	2.8
Adaptability	-	-	4.0
Work Pace & Stress	-	-	4.2
Work Home Balance	-	-	3.8
Job Satisfaction	-	-	4.0
Workplace & Resources	-	-	3.8
Diversity	-	-	2.0
Platforms & Processes	-	-	4.4
Communication	-	-	3.6
Feedback	-	-	3.8
Recognition	-	-	3.3
Manager	-	-	4.9
Partners	-	-	4.5
TMYD	-	-	4.7
Professional Development	-	-	3.6
Compensation	-	-	3.1
Benefits	-	-	4.8
The Pulse	-	-	3.0
TOTAL AVERAGE			3.9

*2018 had one response and unrepresentative of the whole dept

DEPARTMENT

Creatives Designers, Brand, Content, Chief Creative Officer			
	2017 [November]	2018 [November]	2019 [December]
Mission Focus	-	3.7	4.1
Vision	-	4.4	4.3
Values	-	4.5	4.6
Clients	-	4.5	3.7
Business Focus	-	4.5	3.3
Adaptability	-	4.5	4.3
Work Pace & Stress	-	3.5	3.7
Work Home Balance	-	4.0	3.9
Job Satisfaction	-	4.5	4.0
Workplace & Resources	-	4.3	3.7
Diversity	-	4.3	3.7
Platforms & Processes	-	4.5	4.3
Communication	-	4.5	3.6
Feedback	-	4.4	3.9
Recognition	-	4.2	3.9
Manager	-	4.7	4.6
Partners	-	4.5	4.3
TMYD	-	4.2	4.3
Professional Development	-	4.3	3.3
Compensation	-	3.6	3.0
Benefits	-	4.7	4.6
The Pulse	-	4.1	4.1
TOTAL AVERAGE		4.3	4.0

DEPARTMENT

DIFFERETIATION			
	2017 [November]	2018 [November]	*2019 [December]
Mission Focus	-	4.1	-
Vision	-	4.4	-
Values	-	4.8	-
Clients	-	4.4	-
Business Focus	-	4.1	-
Adaptability	-	4.8	-
Work Pace & Stress	-	4.2	-
Work Home Balance	-	4.6	-
Job Satisfaction	-	4.9	-
Workplace & Resources	-	4.5	-
Diversity	-	4.7	-
Platforms & Processes	-	4.8	-
Communication	-	4.7	-
Feedback	-	4.6	-
Recognition	-	4.5	-
Manager	-	5.0	-
Partners	-	4.8	-
TMYD	-	4.2	-
Professional Development	-	4.7	-
Compensation	-	4.1	-
Benefits	-	4.8	-
The Pulse	-	4.9	-
TOTAL AVERAGE		4.6	

*2019 had one response and unrepresentative of the whole dept

DEPARTMENT

Paid Media & Social Buying | All of Paid Media, Google, Director of Paid Media

	2017 [November]	2018 [November]	2019 [December]
Mission Focus	-	4.5	3.6
Vision	-	4.5	4.5
Values	-	4.7	4.6
Clients	-	4.6	3.8
Business Focus	-	4.3	3.0
Adaptability	-	4.7	4.3
Work Pace & Stress	-	4.0	3.6
Work Home Balance	-	3.7	4.0
Job Satisfaction	-	4.9	4.7
Workplace & Resources	-	4.4	4.2
Diversity	-	4.4	2.8
Platforms & Processes	-	4.7	4.4
Communication	-	4.7	4.4
Feedback	-	4.6	4.4
Recognition	-	4.5	4.1
Manager	-	4.8	4.8
Partners	-	4.9	4.8
TMYD	-	4.1	4.1
Professional Development	-	4.4	4.2
Compensation	-	3.4	3.3
Benefits	-	4.8	4.8
The Pulse	-	5.0	4.5
TOTAL AVERAGE		4.4	4.3

DEPARTMENT

NYCTC New York Office			
	2017 [November]	2018 [November]	2019 [December]
Mission Focus	-	-	4.0
Vision	-	-	5.0
Values	-	-	4.4
Clients	-	-	3.7
Business Focus	-	-	4.2
Adaptability	-	-	4.7
Work Pace & Stress	-	-	4.0
Work Home Balance	-	-	4.1
Job Satisfaction	-	-	4.9
Workplace & Resources	-	-	4.5
Diversity	-	-	4.6
Platforms & Processes	-	-	4.8
Communication	-	-	4.3
Feedback	-	-	4.2
Recognition	-	-	4.1
Manager	-	-	4.9
Partners	-	-	4.8
TMYD	-	-	4.5
Professional Development	-	-	4.2
Compensation	-	-	3.3
Benefits	-	-	4.3
The Pulse	-	-	4.3
TOTAL AVERAGE			4.4

DEPARTMENT

Operations | ADmission, Director of Client Marketing Strategy, VP of Operations

	2017 [November]	2018 [November]	2019 [December]
Mission Focus	-	-	4.0
Vision	-	-	5.0
Values	-	-	5.0
Clients	-	-	4.1
Business Focus	-	-	4.0
Adaptability	-	-	4.8
Work Pace & Stress	-	-	4.1
Work Home Balance	-	-	4.5
Job Satisfaction	-	-	4.6
Workplace & Resources	-	-	3.9
Diversity	-	-	5.0
Platforms & Processes	-	-	4.6
Communication	-	-	4.2
Feedback	-	-	4.4
Recognition	-	-	4.6
Manager	-	-	5.0
Partners	-	-	5.0
TMYD	-	-	3.6
Professional Development	-	-	4.2
Compensation	-	-	3.1
Benefits	-	-	5.0
The Pulse	-	-	5.0
TOTAL AVERAGE			4.5

DEPARTMENT

PROPAGANDA			
	2017 [November]	2018 [November]	2019 [December]
Mission Focus	-	-	3.9
Vision	-	-	4.8
Values	-	-	4.7
Clients	-	-	3.5
Business Focus	-	-	3.5
Adaptability	-	-	4.1
Work Pace & Stress	-	-	4.0
Work Home Balance	-	-	3.8
Job Satisfaction	-	-	4.3
Workplace & Resources	-	-	3.8
Diversity	-	-	4.0
Platforms & Processes	-	-	3.7
Communication	-	-	4.3
Feedback	-	-	3.6
Recognition	-	-	4.0
Manager	-	-	5.0
Partners	-	-	5.0
TMYD	-	-	4.8
Professional Development	-	-	3.7
Compensation	-	-	3.0
Benefits	-	-	5.0
The Pulse	-	-	4.2
TOTAL AVERAGE			4.2

MOST SATISFIED

YOY COMPARISON

	2017 [November]	2018 [November]	2019 [December]
Gender	Male	Woman	Male
Age	27 + years	Any	27 + years
Tenure	2 + years	Less than 6 Months OR 2 + years	Less than 6 months
Department	-	Differentiation	Operations

THE IMPLICATIONS

HIGHEST SCORES

~~HIGHEST SCORE~~ MANAGER

2017 | 4.8

2018 | 4.8

2019 | 4.7

- **WHY? [answers provided from open ended responses]**

- Grant is an amazing leader! So down to earth yet direct and helpful with feedback. He's a great example and role model.
- Garrett is the man. I have a ton of respect for him and I love working with him.
- Chris is an amazing leader who deserves more recognition for all of the ways he helps CTC behind the scenes.

~~HIGHEST SCORE~~ PARTNERS

2017 | 4.8

2018 | 4.7

2019 | 4.7

- **WHY? [answers provided from open ended responses]**

- The best partners in the history of partners! I'm in awe that so many partners can work in such harmony together.
- Wish i was able to spend more time with them, obviously I'm in NY now, but I do enjoy when we get to talk. I definitely value their feedback.
- Grateful for all of them!

~~HIGHEST SCORE~~ BENEFITS

2017 | 3.8

2018 | 4.7

2019 | 4.7

- **WHY?**

- CTC offered 8 different types of plans to meet every time of need for our employees broken down by out of pocket maxes, deductibles, and monthly premiums.
- We offered both PPO and HMO options
- We offered Kaiser and Anthem plans

BIGGEST DELTA

~~NEGATIVE DELTA~~ BUSINESS FOCUS

2017 | 4.3

2018 | 4.3

2019 | 3.4

- **WHY? [answers provided from open ended responses]**
 - CTC had many different offerings at the time of the 2019 Pulse
 - CTC didn't have a focused clientele
- **SOLUTIONS**
 - There was a reorg for CTC 2020
 - CTC has focused its offerings as a result of consolidating departments
 - CTC has focused its a type of clientele: \$0 - \$30M DTC eCommerce business

LOWEST SCORE

~~LOWEST SCORE~~ COMPENSATION

2017 | 3.5

2018 | 3.6

2019 | 3.3

- **WHY? [answers provided from open ended responses]**

- How to get a raise is not clear
- Restricting of commission base was requested
- We did try last year:
 - CTC began using the reputable third party Payscale, to run comps against market value comp packages in 2019.
 - To maintain a competitive edge, we ran comps against agencies of ALL sizes, not just our size.
 - We adjusted any pay necessary to ensure we were aligned with the above.

- **SOLUTIONS**

- CTC will continue to monitor market value ranges for each role
- The Differentiation Dept is committed to launching more career paths within depts with more clarity in how to grow and earn more.

BELOW A 4.0

~~BELOW A 4.0~~ MISSION FOCUS

2017 | - 2018 | 4.1 2019 | 3.9

- **WHY? [answers provided from open ended responses]**

- I would strongly encourage more collaboration and transparency around the impact of creating strong external relationships because when our clients are happy, the agency tends to be able to thrive.
- Last year was hard for us - looking forward to some stability
- I only put a 4 for the first one because, I believe there is only so much we can do in regards to achieving their dreams. In order for clients to achieve their dreams there is a level of mutual work that needs to be done. That being said I think we do a great job at showing care and providing all that we can on our end

- **SOULTIONS**

- CTC is committed to seeing its mission to help entrepreneurs achieve their dreams in real life. One of our metrics for success is number of dreams achieved.
- CTC is so committed to this that we are tracking dreams in ADmission, with Clients, and staff with more accuracy and process.

~~BELOW A 4.0~~ CLIENTS

2017 | 4.2

2018 | 4.5

2019 | 3.8

- **WHY? [answers provided from open ended responses]**

- We had a good amount of smaller clients, and there were times when they felt like they required more attention than some of the larger clients. I guess there will always be situations like that, and I feel like it all evened out by Black Friday // Cyber Monday.
- I would say that we need to better improve our external facing materials, onboarding and client support. The clients that love us are the ones that get to know us and build relationships with us, but we don't always focus on that as a high priority initiative.
- I think connecting our clients to each other and giving them platforms to share their expertise and story would help retention. I have not heard of this is something we already do, but how often do we check in on brands who leave us, thinking they can do it better, to see if they are doing better on their own. Do we do "exit interviews" with clients and have a process to implement their advice?

- **SOLUTIONS**

- We hired a VP of Sales and a VP of Marketing to focus on inbound and outbound clientele attraction and attainment.
- This clientele will align with our mission statement and sweet spot of \$0 - \$30M DTC eCommerce businesses

~~BELOW A 4.0~~

WORK PACE & STRESS

2017 | 3.5

2018 | 3.6

2019 | 3.3

- **WHY? [answers provided from open ended responses]**

- Sometimes I feel like the team activities take up time that I could be working. I also think I can work on being more efficient in my job. I would potentially look to move the Friday commendations to earlier in the day, so we have time to finish any work in the afternoon...before the weekend.
- I haven't worked here long enough to ascertain the stress level or normal workload, but it does seem as though advanced planning to meet future deadlines doesn't happen regularly. For example, 2020 client planning is beginning with 2 weeks left in the year. Ideally, we could get ahead of the next year in advance. Timing is awkward with the 2 week break and BFCM, understandably. It would be good practice to stop implementing major changes in Q4, and rather making big changes in Q1 or Q3 to ease workload and stress.
- Team leads, in particular, had far too much on their plates. Some would work 7 days a week or well after regular business hours. While some of this is due to poor time management and seasonality, some of it is our fault. I think the new structure should alleviate some of this.
- For media buyers, I think it's important to give them weekends off or schedule weekend shifts. Any other industry that requires employees to work on weekends provides a weekend schedule. This will allow media buyers to breathe and get rest and not be on 24/7. I understand this is a part of the industry but something I want to implement in 2020 is scheduling weekend shifts for media buyers.

- **SOLUTIONS**

- The reorg addressed many of these concerns. The addition of the Growth Guide role shifted how "Team Leads" were working and had great impact on workload for Paid Media Buyers.
- We have shifted Commendations to be every other Friday

~~BELOW A 4.0~~

PROFESSIONAL DEVELOPMENT

2017 | 4.1

2018 | 4.4

2019 | 3.9

- **WHY? [answers provided from open ended responses]**

- Farmhouse and Pro D was halted last due to financial constraints
- Proper time and resource allocation to management of ProD and its development

- **SOULTIONS**

- We hired a Learning and Development Manager with a background in building out custom Learning Management Systems [LMS]
- We launched Growth Guide Training
- Professional Development application is open on the Basics board in ASANA
- The Differentiation Dept is committed to launching more career paths within depts with more clarity in how to grow and earn more.

OPEN ENDED RESPONSES

CLICK [HERE](#) FOR ALL
OPEN ENDED RESPONSES

THANK YOU

