



A typical creative agency, going through a large pitch process.

Summary of Stage

Key painpoint

Overhead in the kitchen

Agency Moral

Feeling expressed in Art

	CLIENT BRIEFING			STRATEGIC DEVELOPMENT		CREATIVE DEVELOPMENT			PITCH			WORK	
	REQUEST FOR TENDER	SHORTLIST	CLIENT PITCH BRIEFING	RESEARCH	CREATIVE BRIEF	CLARIFICATION ON BRIEF	IDEATION	INTERNAL	PRESENTATION	SILENCE	WIN PITCH	FIRST PAID BRIEF	NEW CMO
Summary of Stage	After receiving a request for tender from a large client, an unknown number of agencies are invited to provide credentials and experience in the category.	Client reviews the 82 agency submissions and develops a shortlist of the 79 agencies who have spelled their company name correctly and one agency who misspelled their name, but had a cool covering letter.	Shortlisted agencies are provided with a brief to develop 3 brand creative campaign ideas, each with 5 tactical campaign executions (to demonstrate concept 'stretch'). It should also be viral, authentic and drive sales while simultaneously building brand "fame" and disrupting the category.	Planners search the client brief for cryptic clues about the actual marketing problem the client is trying to solve. They ritually chant "why?" while prostrating themselves in front of soviet propaganda style images of Jon Steele, Les Binet, Peter Field, Seth Godin, Adam Ferrier and other authors of books they tell people they have read (but haven't).	Planning team takes a creative team hostage for 2 hours. During the standoff, they are subjected to a mixture of mere observations about the category and hastily put together insights. Creative team start strong with questions about budgets and propositions, but are eventually relieved when the meeting finally finishes.	After emotionally recovering from the briefing session, the creative team has a chance to read the brief. It only has a passing resemblance to what was discussed in the meeting/hostage situation.	The creative team don't have all the information they need, but have to start anyway because the pitch day is fast approaching. They search the agency server for the original client brief, which they find very useful.	After not attending strategic development or early creative "check-ins", the most senior account service, planning and creative directors descend on the final internal review. After their input, there are zero viable ideas left on the table. The creative team work without sleep for 3 days to develop fully executed new creative and strategy from scratch.	The client endures an endless stream of nauseatingly enthusiastic agencies filtering in and out of a tired boardroom. By the end of it, the poor clients who put their hands up to be on an agency pitch panel hate each other and themselves. The agency thinks it went well, and were getting some good vibes in the room.	The client pitch panel review their notes and attempt to make a shortlist from the blur of very similar ideas and people. Someone wore a porkpie hat? One of them had spray cans for some reason? The shortlist for the final pitch is put on the back-burner, as senior stakeholders go back-and-forth debating selection criteria. Many of the selection panel and agency pitching team have moved onto other roles or left the business.	Pitch materials left long and forgotten somewhere in a production storage cupboard are dusted off to re-present. None of the original agency pitching team are still employed by the agency, and have found jobs elsewhere. In order to resource the account, the agency hires suits and a creative team who used to work for the incumbent agency.	While final approval for the large production budget campaign idea is being considered at board level, the client kicks things off with a tactical OH&S EDM campaign to employees only. The negotiated rate card makes it impossible to make money on a small brief - however everyone is counting on recovering the shortcomings on the production of the larger brand brief.	After receiving some negative feedback from the board about the delay and client cost of the agency appointment process, the CMO decides to "pursue opportunities outside of the business". A new external CMO is appointed with an agency background. They identify "long-term efficiencies in developing in-house capabilities for concept development and production." The first in-house campaign materials seem awfully familiar.
Key painpoint	<ul style="list-style-type: none"> All departments are already under-resourced. The client has been through 3 agencies in the last 12 months. The agency has been renamed 3 times in the last 12 months. 	<ul style="list-style-type: none"> The cost of pitching is more than could possibly be made from the account. 	<ul style="list-style-type: none"> Account service didn't realise the client briefing was a group-thing with other agencies... It is kind of awkward and no one wants to ask questions. 	<ul style="list-style-type: none"> Account service responded to a request for research budget with a minions meme. 	<ul style="list-style-type: none"> None of the senior stakeholder have accepted the meeting invite. 	<ul style="list-style-type: none"> The brief is lacking some key information like: budget, timings and any insight whatsoever. 	<ul style="list-style-type: none"> Family and friends are really sick of hearing half-baked creative concepts. 	<ul style="list-style-type: none"> The art director's kids have forgotten his name. The copywriter is on a missing persons list. 	<ul style="list-style-type: none"> Paying clients have really noticed a decrease in quality and efficiency of work. 	<ul style="list-style-type: none"> Assuming the pitch has been lost, the agency is forced to let go a number of employees - including those who worked 3 weeks straight on the pitch. 	<ul style="list-style-type: none"> Client is confused about how they hired a new agency, but ended up with the same people... 	<ul style="list-style-type: none"> The agency isn't actually making any money on the work. The work isn't going to win any awards. 	<ul style="list-style-type: none"> Everything hurts.
Overhead in the kitchen	“ Does anyone know what our agency is called right now? I've lost track... ”	“ There must be some kind of mistake, they must have accidentally sent a list of all agencies instead of a shortlist... right? ”	“ That account director from [other agency] asked me if we were hiring - I was about to ask him the same thing ”	“ MILENALS ARE SEARCHING FOR EXPERIENCE NOT POSSESSIONS ”	“ Has any one seen [creative team]? I'm getting kind of worried about them. ”	“ So I said 'hey - you cant fix strategy in post, the brief writing takes as long as it takes!' and he started frothing at the mouth like a rabid dog. ”	“ ... So it's like McWhopper, but instead of burgers, it's insurance. ”	“ Yeah I read the brief - that was the problem! ”	“ I'm pretty sure one of the client was asleep at the beginning. Good thing we had that foghorn as part of the presentation. ”	“ ... so after working on that pitch for 3 weeks straight - he got walked! ”	“ It's good the new hires have so much experience with this client. I think they all used to work for the old agency. ”	“ Your mindset is all wrong - don't think of it as an impossible brief to do award-winning work on. Think about it as the first internal OH&S EDM campaign to win a Cannes Lion! ”	“ I saw that pitch work finally got made! It looks really great!... ”
Agency Moral	OPTIMISM	OVERWHELMED	FEAR	MADNESS	SUBMISSION	ACCEPTANCE	FEAR	GRIEF	OPTIMISM	DESPERATION	SURPRISE	DISAPPOINTMENT	GRIEF
Feeling expressed in Art													
	Thirty-six Views of Mount Fuji: The Great Wave off Kanagawa Katsushika Hokusai	The Battle of Alexander at Issus Albrecht Altdorfer	The Adoration of the Magi Domingos Sequeira	The Bookworm Carl Spitzweg	Attica Prison Riot John Shearer	The Bitter Potion Adriaen Brouwer	Mr. Magritte's Hat Wolfgang Lettl	Saturn Devouring His Son Francisco Goya	Albion Rose William Blake	Le Radeau de la Méduse Théodore Géricault	Wanderer above the Sea of Fog Caspar David Friedrich	Stajczyk Jan Matejko	Goddess Kali Raja Ravi Varma