



Playbook

March 2018

Expand And Diversify The Creative Class



**Steal these ideas! Bend them
and make them your own. We are
figuring this out as we go and
invite feedback and input.**

72andSunny's mission is to expand and diversify the creative class.

Three years ago

We launched the above global mission and over that time we've had some wins and stumbles.

Unlike most fresh ideas in our industry that are crucial to protect, we feel this one is bigger than all of us. If we're truly going to make an impact, we're going to have to collectively embrace the sharing of ideas.

That's why we're sharing this playbook. When we find things that are effective, we'll share them.

We want to do everything we can to accelerate progress toward this mission.

Currently

This playbook focuses on our efforts in North America.

Version 2.0 will include insight on our approaches in Europe and the Asia Pacific region as well as updates to our North America program.

Our Mission



01

The Creative Class
Is An Economic Force

The “creative class” is an economic term that applies to a rising, flexible modern workforce. 72andSunny, and most in the creative industry, are a part of this group.

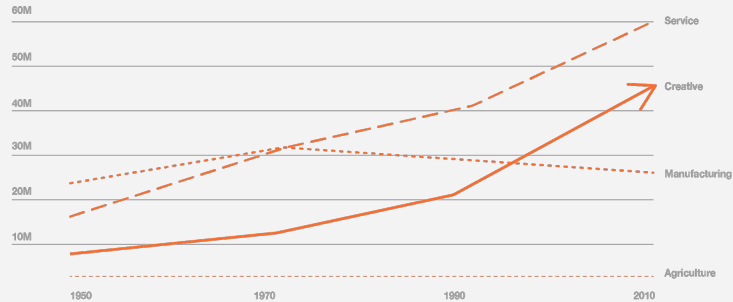
Our Mission

The Creative Class Is An Economic Force:



Metric 1

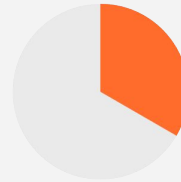
Second Fastest Growing Job Class



*the service class is the fastest and the most threatened by automation

Metric 2

High Wage Earners



Represent a third
of total workforce



Make half of
all wages



Represents 70% of all
discretionary income

Source: Bureau of Labor Statistics, Richard Florida

Our Mission



02

The Creative Class Lacks Diversity

Today's creative class doesn't reflect larger society when analyzed across gender, racial and cultural participation rates. And when access to skills isn't equal, it means access to the future isn't equal.

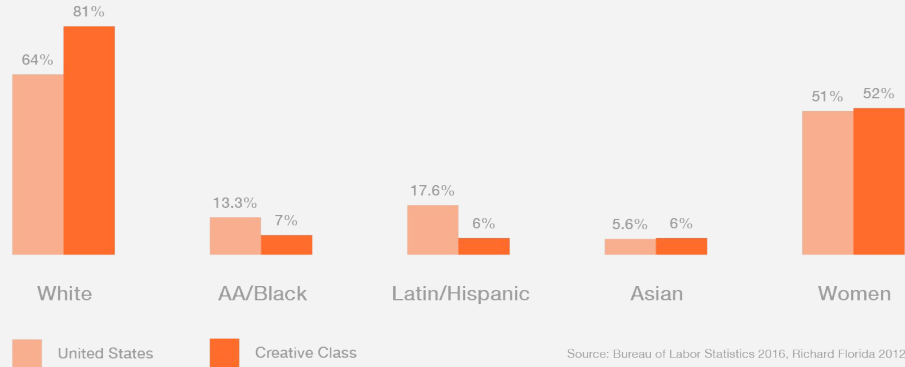
Our Mission

The Creative Class Lacks Diversity:



Metric 3

U.S. Census vs. Creative Class



Source: Bureau of Labor Statistics 2016, Richard Florida 2012

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(and say no elegantly)
-

Play 1: Frame Diversity As An Opportunity For All



Play 1/9

Frame Diversity As An Opportunity For All



Insight

It's a natural, human response to think, "What's in it for me?"

Too often the conversation around equality is exclusively kept on the moral high ground. A more powerful and sustainable way to frame this is how it affects both us as a business and as individuals.

Approach

Make the diversity conversation about innovation and future-proofing the company.

Research illustrates that more diverse companies are more innovative and perform better. With better creative output comes better business results. That's a competitive advantage and something every employee and company can lean in to.

Findings

"Companies with 30% female leaders average 6% higher profits than those without."

"Companies in the top quartile for gender or racial and ethnic diversity are more likely to have financial returns above their national industry medians."

"Decades of research show socially diverse groups are more innovative than homogeneous groups."

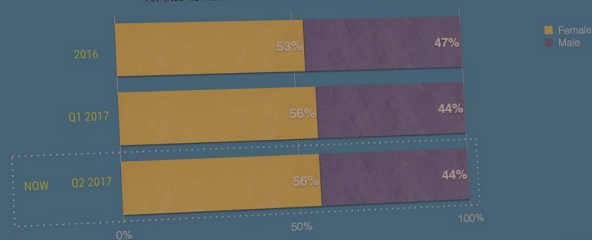
Sources

Fortune Magazine 2016
McKinsey & Company 2015
Harvard Business Review 2016

Play 2: Set Clear, Measurable Goals

Los Angeles All Agency by Gender

FEMALE REPRESENTATION REMAINED STEADY IN Q2 AT 56%



New York All Agency by Ethnicity

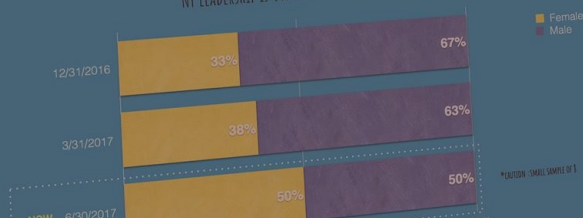
ETHNICALLY DIVERSE TALENT INCREASED IN Q2



Source: Workday. Effective as of 6/30/17

New York GD+ by Gender

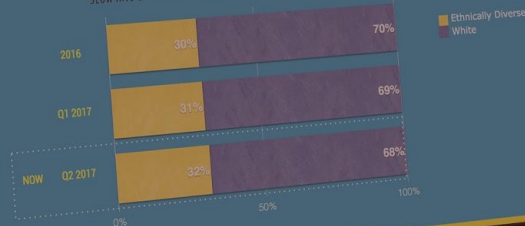
NY LEADERSHIP IS 50/50 GENDER RATIO!



*EXCLUDED: SMALL SAMPLE SIZE

Los Angeles All Agency by Ethnicity

SLOW AND STEADY INCREASE IN ETHNICALLY DIVERSE TALENT SINCE 2016



Play 2/9: Set Clear, Measurable Goals



Insight

Unset goals never get met.

Having sensitivities around sharing diversity goals can delay action and ultimately, impact. Sharing the goals broadly allows everyone to know what we're tracking toward.

Approach

Share priorities openly and transparently.

A wide range of diversification needs to happen in the creative industry and we realized to maximize impact, we needed focus. For 72andSunny North America, we narrowed our focus to the three groups in which we were most underrepresented in 2017. We shared this focus with the company and are continuing to sort the right cadence of updates.

2017 72andSunny U.S. Goals

Gender

Women in creative roles
Women in creative leadership roles*

Race/Ethnicity

African-American/Black
Hispanic/Latino
Both of the above in leadership roles*



Play 3: Galvanize The Entire Company To Act, Not Just Leadership

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Play 3/9:

Galvanize The Entire Company To Act, Not Just Leadership



Insight

Leverage comes from organizational commitment, not just leadership commitment.

Leadership too often waits for perfection before they reveal a plan. The sooner you can share the intent, the sooner the broader organization can help with the plan.

Approach

Recruiting is the responsibility of all.

Next 100. When we put this mission at the center of our 800-person company and asked people to help us achieve it and participate, we started to make real progress.

A self-identified group of employees stepped up to shape, literally, our next 100 hires. This group became an extension of our Talent team: identifying key schools for recruitment, attending job fairs as alumni representing 72andSunny, joining organizations where they feel great talent lives, etc.

Play 4: Increase Organizational Consciousness

 72andSunny



Play 4/9: Increase Organizational Consciousness



Insight

No matter who you are, unconscious bias is real.

Every member, including the leadership team, comes from a different background and has different experiences that have shaped them. It's difficult for ALL people to see their unconscious biases or cultural blind spots.

Approach

Acknowledge bias as part of the human condition - not as something that makes someone "wrong" or "bad."

Hiring and Growing for Potential Workshop.

The advertising industry tends to hire based on proof, whether it's the school a candidate graduated from or famous campaigns they've worked on. These hiring practices often lead to the same type of people creating the same type of work. We need to expand our definition of "proof" to account for potential.

We developed a training program for our hiring managers to rewire their approach to evaluating talent that will help us move toward more diverse new hires and create even better work.

Unconscious bias training.

We realized the faster we got comfortable with being uncomfortable, the faster the progress began. It's unlikely you have to create nuanced training like this yourself.

We piloted an unconscious bias training with our leaders that we're now rolling out to the entire company.

4 - MAKE

Our producers (film, art, interactive or experiential) orchestrate the production while our partnership and legal team manages talent, music, licensing, contracts for use in the final product.

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Play 5: Use Your Space As A Resource

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Play 5/9: Use Your Space As A Resource



Insight

Use what you already have to advance your mission.

Most ad agencies have modern, well-maintained spaces where people can gather. It's an incredible and unique resource that can be deployed for any cause with very little incremental cost or effort, all with significant impact.

Approach

Proactive facilities offering.

Once we realized this "resource," it became one of the simplest ways to advance our mission.

It's an easy decision to greenlight groups with complementary missions to use our space – either to host their own events or prioritize access for them to join our events.



Play 6: Play The Long Game

Play 6/9:

Play The Long Game



Insight

Large-scale change takes time.

The talent pool isn't big enough for creative agencies to change the industry if they solely rely on people currently in advertising. To expand the funnel, we need to bring more young, diverse talent into the industry.

Approach

Partner with a local high school.

DaVinci Schools is a charter school network that serves high school students from over 80 zip codes in Los Angeles.

We've partnered with them for years and brought awareness of creative careers to students through workshops, curriculum development, bootcamps, internships and mentorship programs.

[Learn about Da Vinci here.](#) [Find a school to partner with here.](#)

Create on-ramps that increase access to the organization.

72U, a creative residency. Launched in 2012 to bring people from diverse backgrounds together to tackle modern communication problems, 72U typically has three sessions per year lasting 12 weeks with seven participants.

Its recent evolution included a tighter alignment with our mission, including need-based stipends to help cover cost of living. [More about 72U here.](#)

Internships. Internships are a simple, tried and true, method of offering access to up-and-comers. To increase access to our internships and eliminate economics as a barrier to participation, we've begun to offer need-based stipends to cover the cost of living.

Play 6/9 continued:

Play The Long Game



Approach

Build on what works.

Returnships. 72andSunny Returnships is a re-entry program for women returning to the workforce after time dedicated to their families.

We are aiming for allocate 10% of our summer internship resources to our returnship program.

Play 7: Invest In Bespoke Retention Programs

72andSunny



Play 7/9:

Invest In Bespoke Retention Programs



Insight

Success isn't "just" talent acquisition. It's retaining and growing talent to advance the mission.

Recruiting is the beginning of this journey. Don't focus all the energy on the recruitment process as real success is growing careers for people at the company.

Approach

Establish day-to-day organizational support for underrepresented groups.

Monthly high fives is a mentorship program where one of our senior creative leaders meets with all mid-level female creatives for one hour each month to offer insight, advice and inspiration.

Given our industry has a huge drop off in female creatives before the director level, this program ensures that leadership knows the mid-level female creatives and that these women know they have access to the leadership team.

Feedback loops.

Fostering an open environment for feedback and being proactive in seeking open, ongoing conversation is critical for evolving company culture.

We asked groups representing our diversity areas of focus for feedback on their experience at 72andSunny, and many of their responses have initiated approaches in this playbook.

Play 7/9 continued:

Invest In Bespoke Retention Programs



Approach

Moms who lunch.

A group of moms at 72andSunny (expecting, new, and experienced) meet semi-monthly to talk about life, wins, and struggles, while also sharing tips and ideas on what we can do better to support them.

Beyond the meet ups, Moms who lunch have helped lead evolutions of our new child(ren) policy, our scheduling system for lactation rooms and more.

Adulting.

As our company becomes more diverse, so are people's backgrounds and experiences.

Adulting is a series to assist people with all the stuff that comes with well, adulting – everything from financial management, to preschool searches to healthy cooking.

Play 8: Say Yes To Other People's Good Ideas

 72andSunny

Play 8/9:

Say Yes To Other People's Good Ideas



Insight

“Not invented here” is a disease in the creative and nonprofit worlds and stands in the way of progress.

We'd rather channel the energy we'd bring trying to beat something, into making it better.

Approach

Apply the mission to the making of our product.

Free the Bid is a movement that asks agencies to commit to one female director in every triple bid. There are plenty of pros and cons to a movement like this, but 72andSunny was an early supporter of this effort, across all of our offices.

We believe it can trigger progress and net a positive result. [Sign on](#)

Streetlights is a Los Angeles organization that provides behind-the-camera job training, placement and career advancement services to low-income, young adults from diverse backgrounds.

Participants initially begin as production assistants and then, with experience, advance.

We're developing a plan to involve Streetlights PAs in as many of our productions as possible, including with our own production company, HECHO EN 72. [Learn more.](#)

Support industry organizations.

Our industry is fortunate to have support organizations with many opportunities to get involved. We've focused our partnership and support on programs tied to our mission.

The One Club Bootcamp connects participants from diverse backgrounds with agency personnel from each host city to work on real campaigns. [Learn how to partner here.](#)

Play 8/9 continued:

Say Yes To Other People's Good Ideas



Approach

Support industry organizations.

One Club: Here Are All The Black People is a multicultural creative career fair that enables interaction with top creative professionals. [Learn how to participate here.](#)

AAF Most Promising Program links the creative industry with top-performing multicultural college seniors.

[Sign up to attend here.](#)

ADCOLOR champions diversity to help creative agencies reflect the cultures they market to. Participation in ADCOLOR includes: ADCOLOR Futures, sponsoring events, joining their Board of Directors. [Learn how to join here.](#)

Women In Film promotes equal opportunities for women in all forms of global media. [Support here.](#)

AAF Mosaic Awards recognizes commitment to diversity and inclusion evident through creative work and organization-wide initiatives. [Support here.](#)

Commit to transparency for accountability.

Pledge Parental Leave. Pledge Parental Leave unites creative companies committed to putting employees (and their families) first by supporting industry-leading maternity benefits and publishing policies both internally and publicly. [Take the pledge.](#)

Paradigm for Parity is an action plan designed to help companies accelerate the pace of achieving gender parity. [Take the pledge.](#)

Play 9: Make A Scorecard That Helps You Make Strategic Decisions

Play 9/9:

Make A Scorecard That Helps You Make Strategic Decisions (and say no elegantly)



Insight

There are always more good ideas than resources.

It can be a momentum killer if agency leadership is in a position to always say no. A simple, strategic scorecard makes the process easier, more transparent and with fewer hurt feelings.

Approach

Define success.

Criteria checklist. Shared with the full company and applied to any request (from space use to resource or capital investment to program development), this benchmark of key elements enables focus and delivers clarity about whether an idea advances the mission.

We've weighted most important criteria at 3x, all others are scored of 1, ½ or 0.

- ☒ **Builds creative class**; delivers increase in access and to creative problem solving
- ☐ **Grows diversity**, helps us outpace industry benchmarks
- ☐ **Quantifiable investment**, measurable financial investment
- ☐ **Quantifiable impact**, can easily report the results and impact
- ☐ **Big swing**, bold enough to be shared with clients and press
- ☐ **Generates wide-scale interest with staff**, not pet project
- ☐ **Scales**, delivers results that outpace investment
- ☐ **Involves**, most 72 employees have potential to participate

Constant beta. Version 1.0

We're a couple of years into this and still learning and iterating, but we have achieved some milestones:

While we're excited about recent progress, we're also clear on areas that need attention and resources.

We've introduced the creative class and its opportunities to 10,000 people via our various approaches.

We're only 6% away from achieving the level of diversity of the total U.S. population. By no means is that our goal. Our long term goal is to significantly over index but given the ambition and length of journey associated, we're going threshold to threshold.

15% of our creative directors globally are women.

35% of the group director level and above are females globally.

We're currently in the process of launching programs to address the below or evolving the Playbook to incorporate the below:

- Expanding our geographic reach beyond coastal cities.
- Incorporating our global approach to our mission into the Playbook (ie, Europe and Asia Pacific)
- Evolving of our existing programs - we're already making tweaks to optimize them.

**If you have other ideas or feedback,
we'd love to hear them.**

Please contact us at stealtheseideas@72andSunny.com