



2025

What follows is a vision for RjM for the year 2025. It begins in the fall of 2019. Written by the agency President, it is a work in progress. It paints a picture of the organization that will be created.

RjM exists to help other businesses achieve their goals. Our goals will be accomplished by helping our clients. We are problem solvers, trained in the art of advertising and marketing, with a set of skills that can be transferred throughout a business. We are creative in our executions and our strategy and planning as well. Our work leads to direct impact in our clients' businesses.

RjM's Guiding Principles

- Impactful work
- Results oriented
- Continually learning
- Financially stable
- A great place to work
- Build strong relationships
- Be surprising

RjM's Vision for the Year 2025

"Practicing your craft in expert fashion is noble, honorable, and satisfying. And I'll generally take a stand-up mercenary who takes pride in his professionalism over an artist any day." – Anthony Bourdain

Becoming Craftsmen

We work in an industry that asks us to give ourselves to our work, and by extension, to others. The company's success is based within our people. We recognized this, and today have a company that exhibits the techniques and results of a master craftsman. People bring a broad range of experiences and interests to our offices – and willingly give those qualities to their work and the company. They do this not because it drains them of their best ideas, but instead encourages curiosity and exploration of



the next, better idea. We turn our personal interests into creative solutions to business problems. We believe in what we are doing and the clients that we work for.

As craftsmen, we don't ship work that is substandard. We work until we are satisfied with what we offer to a client. We pay attention to the finest detail, not because many will notice, but we know that unattended, that lack of detail will be noticed. We work quickly, not from a sense of urgency, but from a sense of mastery. We measure twice and cut once, conserving time and energy from a place of thought instead of execution. Our work isn't one of an artist, but one of a skilled trade where a product must be completed both on time and to satisfaction.

We have developed a trained eye to spot the difference between projects that must be done and projects that have the potential to make an impact. We recognize that both exist, and neither are outside the scope of help that we can provide. No matter the project, both are worked to a quality output with time and energy equitable to the measure of the potential impact.

We are focused on impact. Our goal to grow customers for a living means that we establish a potential impact and goal for every major project, and we work towards that goal. To do our best work, we constantly measure the effectiveness of our previous work. Ineffective work drains us and we avoid it at all costs. Sometimes this means going above and beyond our expectations to achieve a client goal. We do this willingly, because we know that is what is expected of us. We also know when to admit that we are not achieving our intended results and happily suggest alternative solutions, even if we cannot provide them.

Our industry is constantly changing, and to maintain our craftsman status, so must we. As a company, we advocate for, expect, and support constant learning and exposure to both our craft and the cultural world around us. Each employee is offered the opportunity and a yearly budget of \$5,000 to extend their learning within their craft. Employees use this to supplement their own personal learning by reducing the costs to attend national conferences, obtain further college credits, or purchase individual educational materials.

Growth to Stability

RjM has achieved a level of financial stability from growth never before seen in the history of the company. The company has no short or long-term debt. Six months of operating expenses are held in liquid corporate accounts. We are making long term decisions not based upon the current economic climate, but the potential impact that they could make.

Financial stability has not been obtained through cost cutting and tight budgets. Growth has allowed the company to continually invest in those activities that can pay larger dividends. The company has grown an average of 10% each of the last five years.

This growth afforded the ability to eliminate debt at an increased pace and place reserve money away all while continually growing staff and investments into the business. The stability has allowed us to



invest in long term activities and education, placing us on the forefront of evaluating and advising on emerging opportunities and trends. Our ability to grow in profitability comes from the result of providing even greater value to our clients.

Our SMART Guarantee was originally thought to be interesting to a client, but has truly become a new business generator. The sharing of risk on both the client and agency side of the equation has led to great trust in RJM as an agency. Every client is provided the opportunity to sign a SMART Guarantee proposal provided that SMART goals – specific, measurable, assignable, relevant, and time-based – can be agreed upon. This has encouraged a real partnership between the agency and its clients. Sharing of data has increased, accountability has skyrocketed, and we have become creative not just in our executions, but our pricing as well. This has drawn tremendous value to both parties.

A Great Place to Work

At this time, Jackson continues to lack a large amount of creative businesses. We continue to be in competition not within our city, but within our area and state for creative talent. To combat this, we have developed a workplace that draws interest for people to work here.

This includes an apprenticeship intern program where we train the next generation. We undertake this not only to provide our business with additional capacity or functions, but to instill our commitment to our craft in those younger than us. The internship program not only introduces students to their field of study, but our city as well, showcasing that there are opportunities that exist outside of major markets and companies. Each year these interns teach us as much as we teach them. Upon arriving on their first day, they are a co-worker, not an intern.

The company is providing continual and consistent learning opportunities to further train current employees. Each employee takes an active interest in maintaining and increasing their skills beyond this program. Our educational assistance is provided not only to allow employees to expand their career into more advanced positions, but also to become more advanced in their current role.

Our internal atmosphere is that of authenticity. We do not pretend to be that which we are not. We are an accepting culture made up of a variety of different interests and positions. We accept that our differences make us stronger. We hold each other accountable to the highest standards, but do so from a position of support. We demand excellence of each other in a way that is supportive, motivating, and polite.

In return for the asks on the employee, the company has provided a variety of different benefits. These are showcased in our flexibility in work hours and place; our financial backing for retirement planning, health insurance, profit sharing, performance bonuses, and student loan repayment; generous paid time off; team building exercises; and support for long term personal planning in a variety of different ways. The company actively works to integrate and introduce employees to additional opportunities and activities within the community that provide a leadership opportunities when desired.



MARKETING & DESIGN

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Be Surprising

While we have implemented numerous processes over the past five years to maintain a consistency and open communication (to even the point of over-communicating), we are still surprising. We use our creative skills to bring delight to our clients and our businesses. This has manifested itself throughout the last five years in a myriad of ways that surprised even us.

We have surprised clients with personal gifts and outings that proved we built a relationship with not only the business, but them. Sometimes our surprises showed a bit of ourselves to our clients. They're not always personal surprises though. We've had several great surprises over the past five years where we've been able to present unrequested ideas that changed our client's businesses. Our continual education has allowed us to surprise clients with forward thinking ideas that allowed them to be first to market as well.

For clients new to the agency, some things that we take for granted are surprising. We've had several clients remark over the last five years that the biggest surprise for them was that we hold ourselves to our word, we always meet deadlines, and that we inquire about and understand the larger business picture. They are also surprised that we occasionally have a difference of opinion, and that we back our opinions up with strong data and reasoning. Sometimes the simplest things are the most impactful.