



# Future workplace: Which model is best for your agency?

*When creatives are more free to choose flexible options,  
work environment must evolve*



**TIA** TOP  
INTERACTIVE  
AGENCIES

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# Introduction

Everybody works differently and everyone needs evolution. Most of the existing research literature related to retaining the right talent had suggested this. In addition, we receive a lot of feedback about how **new working spaces need to support modern ways of collaboration and development of new skills**. Fully remote, traditional in-office or hybrid? Who knows. It's a challenge to find a model that fits all, so the question is: Which model of work fits your agency best?

Over the last years, we saw countless efforts in this industry **seeking to re-architect their workplace models**. Fully remote agencies, collaborative working pals and freelancing have been a growing tendency for some time. On the other hand, big organizations were clearly **striving to accept the serious shift** in mindset and values of their talent. But with the arrival of COVID-19 outbreak, these changes were accelerated in all businesses.

As it happened to other industries, creative agencies found themselves with the need to abandon in-office work and change towards fully remote. **Hybrid pioneers** were perfectly prepared for the move. They'd been working remotely for many years, but a big group of talented players tried it out for the first time. And then, the worst of the pandemic was finally overcome and agencies were left with the need to choose how to continue working. Some decided to return to the **office**, others continued 100% **remote** and others chose to implement a **hybrid** model.

Many feel that all the days of physically attending offices are long gone in this industry. **The results of hybrid work** can include employee collaboration, personal life balance, increased productivity, greater flexibility and opportunities for learning and growth. However, on the other hand, numerous employees may find that **they're not getting the same level of support and connection** that they would in a traditional office setting.

This paper reviews the **existing workplace scenario** and **possible trends** in the creative business. **We spoke to amazing agencies** around the world to explore which model of work they are using and why. How was their transition if there was one? Which **tools** do they usually use? How do they manage **client and team relationships**? We are going through an era of changes and finding out the best approach for our team can be difficult, so we hope to bring up some clarity on this topic.



## Rasmus Høymann Laursen

Head of Design | B14  
Copenhagen, Denmark



### — What is your take on remote or hybrid working?

*Pre pandemic, remote or hybrid working in our agency, was only a solution for unusual situations. But under the pandemic, we found that our workflow, resource management and the individual experience of each team member, made remote work quite easy and effective.*

### — Tell us about some of the new processes and tools you have deployed at the agency for that purpose?

*We already had the needed tools implemented regarding workflow, resource management, internal tools for sharing and collaboration, time registration and such. What we have deployed is a more flexible mindset of hybrid working, that ensures the best possible work life balance, best use of time and resources for both the individual and agency. It's a mindset of trust and shared responsibility for the quality of our work. Further benefits are less transportation and thus a greener footprint. Our remote work percentage is in the area of 25%.*

### — Which have been the ups and downs during the metamorphosis?

*The challenges has been quite minor. The weekly overview is a bit more complex and the same is the case for planning of resources such as lunch, rooms for video calls, etc. But the individual flexibility and freedom is a much greater gain. And video calls used in the correct circumstances is often more time efficient.*

### — What are the signs of a good remote work relationship?

*Our teams always touch base at the office frequently, but otherwise we measure only the quality of work and our resource effectiveness. Both have been unaffected by remote and hybrid work. The less measurable aspects of social wellbeing and such, have surely been affected by remote work. Hybrid working seems to be the best of both worlds.*

### — What's next?

*We will most likely continue with hybrid working and try to improve our processes around this way of working and thinking.*



**Rosh  
Singh**

**Managing Director | UNIT9**  
London, United Kingdom



### — What is your take on remote or hybrid working?

*Remote working has long been a staple at UNIT9. Long before the pandemic we have operated a contiguous global team that transcends borders and timezones. By operating this way, we can work with the best talent in the world, unlock timezone efficiencies and also bring a huge amount of cultural diversity to our thinking.*

### — Tell us about some of the new processes and tools you have deployed at the agency for that purpose?

*Collaboration tools are key - Google Docs, Slack, Miro, Meets etc. But the really important element is trust. The sense of presenteeism that exists within some workplaces is toxic at best, but in a hybrid working environment it could be disastrous. Building a culture of trust that we are all adults capable of managing our time and our workloads is the fundamental foundation on which we have built hybrid and remote teams.*

### — Which have been the ups and downs during the metamorphosis?

*For those of us at UNIT9 who worked in a physical office full-time before the pandemic, the main adjustment has been a social one as the way in which we work has stayed the same. Having your colleagues around you can soften the bad moments and elevate the great moments. The area of focus for any hybrid workplace is to ensure that we never lose the humanity of the business, that we see each other as people and personalities rather than resources to be utilised and called upon. When you engage in predominantly 2D environments via computer screens, it might be easy to become incredibly transactional with the people around you; a workplace should be an inherently social place and the relationships we foster between each other is as important as the work we do.*

### — What are the signs of a good remote work relationship?

*Good remote working relationships require a cohesive sense of culture that exists between everyone, regardless if they are on-site, fully remote or hybrid. You know you've got it right if you can shift effortlessly between on-site and offline with absolutely zero impact on productivity.*

### — What's next?

*Will we be working in the Metaverse in 5 years time? Probably not... But the recent evolutions in Mixed Reality functionally as evidenced by the Meta Quest Pro point to a world where we can be hyperproductive from any space, at any time. But no matter how productive we are, we need the support, camaraderie and fun afforded by personal relationships in the workplace - technology can support these, but it is management's role to really empower the softer, more human side of the workplace.*



**Natsuko**

**Sakai**

**Project manager | Garden Eight**  
Tokyo, Japan



### — What is your take on remote or hybrid working?

*We had been trying remotes for over 10 years. As a result, in our production process, to maintain and improve the work quality, meeting and talking in person was more efficient; above all, we thought it was fun. Even after the pandemic, that mindset has not changed. As a studio, we need to always think about the most efficient way to create high-quality work without categorizing work styles. It is essential to be a flexible organization that can respond appropriately according to technology and circumstances.*

### — Tell us about some of the new processes and tools you have deployed at the agency for that purpose?

*There are no new tools deployed. The staff in the necessary occupations are working remotely as needed. To do quality work, we are always open to change or not to change.*

### — Which have been the ups and downs during the metamorphosis?

*We do not feel like there have been any particular changes, as we have been remote naturally. There were some challenges from the perspective of staff education, but we had no choice but to respond flexibly to the environment.*

### — What are the signs of a good remote work relationship?

*Responsiveness is important. But that is the same offline too. Going the extra mile to delight customers is still number one no matter if we work online or off.*

*It is important to let people around you know what you are working on. That way, you can work together remotely to see what you can ask them to do or what you can help them with. But at the same time, it is a lot of work. It is paradoxical, but in the end, the fact that you want to meet in person is a sign of a good work relationship. We consider meeting face-to-face to be better when we can. We understand remote working is just another tool and hope we get along well while incorporating it.*



## Richard Rutter

**Co-Founder | Clearleft**  
Brighton, United Kingdom



### — What is your take on remote or hybrid working?

*I remember clearly people's faces when I announced to the company we'd be working remotely until the end of April 2020 (yes: just one month out of the office). There was a combination of surprise, disbelief, resignation and even horror (perhaps due to the looming spectre of home-schooling). Just as everyone's experience has been different over the past year, so everyone's initial reaction was different too.*

*We didn't have to make a huge cultural shift in order to work remotely. We're a small enough company that we all know each other and what's expected of us. We'd built up enough trust, and working from home was already allowed without question. That said, working from home was an occasional thing: to let in a plumber, deal with some childcare, and frequently – presciently perhaps – to get stuff done. And it was working from home – it wasn't remote working, which as we've all come to realise is a different beast entirely.*

*Now, like most other service companies, we've embraced hybrid working at Clearleft. Cultural aspects are more difficult than before, but the upsides of remote working, including flexibility and reduction in regular travel, outweigh the downsides.*

### — Tell us about some of the new processes and tools you have deployed at the agency for that purpose?

*We were already well practiced at working remotely with clients – running remote workshops, etc. But had to get used to working remotely as an entire team. Now we're hybrid, in that we have a studio in Brighton which some people come to regularly, but most come to rarely. That's partly because we're still in the process of adapting it better to remote working – a combination of downsizing and new meeting rooms. Overall I'd say 85% of our combined working hours are spent remotely rather than in person. That's despite just one person living beyond daily commuting distance, and at least half the staff living within walking distance of the studio.*

*Going remote meant getting more used to the now obvious tools – our preferences are Google Meet and Miro. But also how to make more and better use of Slack. Above all it was working on what new rituals would work best for us to keep working as a close-knit team. A key is a weekly all-hands meeting where we update each other on all aspects across the company, and have a bit of fun afterwards. That meeting happens on a Thursday, and usually has 30-50% of people in person in the studio. We also meet in person as a whole company on a quarterly basis to enable the more remote staff to meet face to face. One final development has been the creation of 'focus Fridays' which are free of meetings and really help people manage their 'Zoom fatigue'.*

### — Which have been the ups and downs during the metamorphosis?

*The downside of remote and hybrid working is the difficulty keeping everyone feeling like they are part of the team. This often manifested itself in the oft-stated water cooler moments (coffee machine moments in our case) when ad hoc conversations about work and home occur. It's proved almost impossible to replicate that. However morale is still good and the quarterly meetups, which involve both work and social as inclusively as possible, seem regular enough to keep everyone engaged.*

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*I'd say the upsides outweigh the downsides. First and foremost is the reduction in regular travel to clients. We pride ourselves on collaboration with our clients, and in the past that has sometime been interpreted as requiring a part- or full-time presence in a client's office. I've always disputed that claim, and it's largely a thing of the past now, as our clients work hybrid or remote too. It is still good to meet a client face to face occasionally – especially during kick-off, Discovery and for play backs, but that's very different to something akin to a commute.*

*Also there's no question that remote working has given people flexibility in their days, parents especially. It's also reduced presenteeism, which was not a significant cultural problem for us, but looking back on the befores, was definitely there.*

### — What are the signs of a good remote work relationship?

*We knew we were doing something right in terms of remote working when one of our staff, who had been on sabbatical in South America when the pandemic struck, managed to make it back to Europe. While everyone else worked from home in or around Brighton, Tom found himself working from Spain initially, and then from London. And no-one really noticed, apart from a surprising change in decor. And that's point – you can remote work from anywhere provided you can negotiate timezones.*

*Aside from functioning practicalities, the signs of a good remote relationship are the same as before. Mutual trust between ourselves and our clients, good productivity, successful outcomes matching expectations. In essence a good remote work relationship is a good relationship.*

### — What's next?

*We'll continue to embrace hybrid working. It will be informative to see if our newly designed studio will change the balance a little towards in person working (I hope so). We'll continue to monitor and improve how we do things as a team – we're an employee owned company so engagement from staff is vital to our culture. An area to improve is maximizing doing-time over talking-time. "A little less conversation, a little more action please" as a wise man once sang.*



**Ken  
Braun**

**Founder and Chief Brandtender | Lounge Lizard**  
New York, United States



### — What is your take on remote or hybrid working?

*Before Covid our agency staff worked in our offices in New York. Once Covid hit we all went remote. At first, I was worried about productivity and corporate culture. The pandemic thrust our agency into overdrive growth due to a surge in needs for digital marketing services. Since we were remote, we opened our job hiring approach to nationwide. We were amazed at the level of talent available throughout the country and immediately began hiring a remote workforce. Zoom replaced conference room meetings and work life balance was well received by our staff. Post pandemic we decided to stay remote and it'.*

### — Tell us about some of the new processes and tools you have deployed at the agency for that purpose?

*Being now 100%, the key to a successful remote strategy is indeed communication tools. We love Slack although it's become a communication tool promotes an "Immediate Response" which is good and bad. Zoom has become the #1 tool we use to communicate with clients. Prior to the pandemic we had client calls over landlines / speaker phones in conference rooms. Zoom has really helped with client relations. The face to face goes a long way. Same with sales, landline phone conversations are now Zoom video meetings and we've seen sales go up simply because people like doing business with people they like, and Zoom does just that.*

### — Which have been the ups and downs during the metamorphosis?

*I would say little things like dogs barking, babies crying, and landscapers cutting lawns on Zoom calls. Background noise sometimes is an issue when someone is speaking but people are getting better at muting their mic. Problem is when it's their time to speak they forget to unmute. We are all figuring out the best way to communicate so it's getting better.*

### — What are the signs of a good remote work relationship?

*Bottom line is getting the client work done. If that was an issue, I would start having staff back in the office. It comes down to having staff members that you can trust working remote. I have to say, we are lucky.*

### — What's next?

*Since we remote, we have been hiring people in underprivileged countries that have very low wages and not much in the way of opportunity. We are having great pleasure providing NY wages to people in these countries and elevating their quality of life and giving them the ability to purchase things they never could. Like a car, and even a house. We have a few that have kids and they really appreciate the opportunity we give them and I must say it feels good to us to be able to support a family.*



## Doreen Amevor

**People and Culture | Scolptre**  
Accra, Ghana



### — What is your take on remote or hybrid working?

*Remote or hybrid working, as predicted by many reports on the future workplace, is a daring phenomenon that is here to stay for good; owing to the enormous benefits it brings to agencies and teammates alike. Largely, this audacious assertion as observed, has mainly been fueled by the rise of a younger workforce and the need thereof, for flexibility and effective work-life balance. In today's world of work, irrespective of industry, a good blend of remote or hybrid work and 'traditional' work structure has become a major determining factor for attracting and retaining top talents.*

*To a large extent, this work structure gives many businesses the opportunity to assess their work models for efficiency and the prioritization of the well-being of employees.*

*However, I must admit that there is no one-size-fits-all approach to this feature; effectively, organizations must adopt and implement workable policies to foster feasibility while ensuring a zero compromise of productivity and growth.*

### — Tell us about some of the new processes and tools you have deployed at the agency for that purpose?

*At Scolptre, change is a constant as we always endeavor to stay abreast of the happenings around our work and the daring new crop of talents in the space. Consequently, we run a fully hybrid model with variations based on the needs of our talents who form an integral part of our operations.*

*With the advantage of a relatively younger and tech-savvy team, we are able to effectively deliver on tasks and projects. Whereas, the traditional model of work rests largely on physical interactions for effective deliveries, remote work falls short of that, but has consequently influenced our operations to include self-help and team collaborative mobile and web applications to complement efforts at efficiency. As such, the use of business communication tools and other online resources for meetings, file sharing, and project management is inescapable.*

*Over the period, we have employed Slack, Calendly, Google Workspace, Zoom and Asana to properly align operations and to deliver on projects effectively.*

*We have as well, as a matter of policy, adopted the agile working model which has significantly increased our productivity and has directly affected revenues positively.*

*In terms of new tool addition, we are working on our proprietary software that can serve as a super app for all our internal and external needs.*

*Talking about the percentage of time between office and remote, we average 60% office time and 40% remote time.*

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## └─ Which have been the ups and downs during the metamorphosis?

*Certainly, the adoption of the remote or hybrid working model has not come without impediments.*

*On the positive side, acceptance of this model by the entire team at Scolptre has been very warm. We put together a policy which had every team members' input, to serve as a binding guide for remote work.*

*Also, to carry everyone along the journey, we explored new tools together until we settled on the most effective and convenient for increased productivity.*

*Our biggest challenge thus far, has been internet connectivity issues which largely isn't peculiar to Ghana. This situation results in ineffective communication and deliveries when teammates have had to work from home sometimes. This challenge in our opinion has become the biggest bane to the effective deployment of this daring work model by many agencies in Africa.*

*Other challenges like home distractions, feeling of isolation and self-discipline are all evident to varying extents. However deliberate efforts by the People and Culture team at Scolptre, has helped to responsively address these issues. Though gradual, the changes have been gradual, they have been generally satisfactory, from where I sit.*

## └─ What are the signs of a good remote work relationship?

*Be it working from the office or a remote location, the standards at Scolptre remain resolute. Team members are to pay attention to details, timely delivery of quality work, and clear communications. Once all these boxes are ticked, both for clients and teams, we feel the remote work vibe is for keeps.*

*Ensuring all these grow trust and competence among team members. Issues like micromanagement, reassignment of tasks, and avoidable revisions are all reduced if not utterly eliminated.*

*Feedback from colleagues and clients remains an important channel for us at Scolptre, we always improve our processes and delivery, ensuring a win-win situation at most times possible.*



## Mathew Colin Prentice

**Creative Director | Eightfour**  
Singapore, Singapore



### — What is your take on remote or hybrid working?

*I've always hated the inflexibility of office life & the commute involved, paying for parking... gross. I did think remote working would also solve a lot of the problems we face like heavy traffic, car pollution. Maybe even bring down the price of property since more of us could ditch the cities where millions of people are stacked up on top of each other – all competing for our own tiny allocation of land mass.*

*Unfortunately my (and our) views have become more boring and paunchy over time. I think every team is different & a lot depends on the type of work & personality of the team members. I can only speak from our team's experience.*

*When Covid hit, we did move to 100% remote working and we treated it very much like a science experiment. We said, "let's see if it works, and if it does, let's do more". Our assumption was it would be fine; we're in an industry where everything we were doing could be done remotely anyway. It was only later we discovered the shortcomings.*

*We were several weeks into it and despite our best efforts, there was a very noticeable decline in productivity. I must add full disclaimer that we have a very relaxed management style. In my honest opinion if we had to become micro managers or had to hire someone to keep track of everyone's doing every second of the day, or even if we had to do timesheets, then doing what we're doing wouldn't be worth it. Instead, we rely heavily on staff being self-motivated & having independence of initiative as character traits.*

*In saying that (and I'm including myself in this criticism), working from the place where there's a bed, TV and PlayStation isn't a conducive environment for productivity. Just like most people who invest in home gyms don't use them after the first month, I think there's something in a lot of people's brains where unless they go through the daily ritual of getting up & going somewhere that's not their home, something doesn't click into place; there's no urgency for the day & we just coast.*

*I know there's some ultra-disciplined people out there it's not an issue, & heck they're the stars among us. I'm just not like that and I think most people aren't either. That "15 min PS5 break" always turns into 60 min & that "20min nap" always turns into 2 hours.*

*The other thing which became obvious was how our younger staff were affected. Sure, they saved money on travel, but they went from having constant support & mentorship to not very much at all. And, while we're talking about mentorship, most of what you learn when you're young is picked up through osmosis – just being around design & creative leaders going about their business: the way they work, the way they think and make decisions, how they interact with colleagues & present to clients. I had some pretty extraordinary bosses in my formative years and absorbed everything I could from them. That's probably the single most important thing that helped me build my soft skillset. Remote working is a death to all of that.*

*There's a lot of public criticism and in the media of CEO's saying "get back to the office, or else", and I hate that approach, but I do know why they're saying it. Having a team environment where everyone's together is a self-reinforcing motivation loop and it absolutely shows up in the numbers.*

## — Tell us about some of the new processes and tools you have deployed at the agency for that purpose?

*We didn't really change much of our toolset as all the tools are cloud hosted & collaborative anyway. We've gone back to pretty much 100% office. The only change we've noticed is on the client side. Nearly every meeting we've had with a new or existing client - whether it be for meet & greet, proposal presentation, stakeholder interview or project catch up - is now virtual. Before Covid nearly everything was done in person. It's not that we're enforcing it, it's that Covid really changed it. I think when everyone realized most meetings were easily done virtually, we kind of gave up on doing them in person unless you wanted a beer afterwards.*

## — Which have been the ups and downs during the metamorphosis?

*When Covid hit there was a reduction in spending among most clients at first - especially since several our key clients are in the travel & airline industry. But I think the digital industry is one that benefitted from Covid since most businesses had to get online, so after an initial hesitation there was a sort of boom. I think for us the challenge is always scaling up and down depending on demand.*

## — What are the signs of a good remote work relationship?

*You enjoy meeting each other. Just like any relationship, if one party doesn't feel like they're being listened to and understood, there's bound to be problems. Keeping a healthy and productive virtual relationship just takes a little effort. Just make sure the client feels attended to, keep them included and up to date and don't forget important meetings. Just show love and they'll show love back. Easy.*

## — What's next?

*For us it's to focus more internationally. One wonderful thing that came out of Covid was the total breakdown of the idea that your Digital/UX/Creative agency needs to be in the same country or region as you, which I guess was a leftover belief from pre-Covid times. Because everything's gone to the cloud (collaboration, meetings, research, design 'etc'), we're now able to take on year long, research-lead projects for international clients without having ever met a single stakeholder in person, so that's cool.*



## Alexander Dohr

Chief Creative Officer | &Why  
Munich, Germany



### — What is your take on remote or hybrid working?

*I think being able to work hybrid and have a free choice between office and remote setups has improved working conditions and purpose for many of us at &why. Whether you have family across the globe, kids at home or are the most effective in an office environment around others, hybrid work gives us the freedom to work however suits us best. The decline of in-person meetings (where they are not necessary) has also decreased air-travel and, at least in my case, improved my work life balance. However hybrid work isn't just gain without any pain. It requires us to think much more frequently about culture, belonging and purpose. The less we are bound together by a physical space, the more actively we need to push for a shared culture and community. It made us more aware of who is a culture match (both client and employee wise) and created more nuanced communication habits. Finally the point about belonging also matters for our client relationships. We collaborate more closely but again, clear communication, structure and effort is needed to make sure it works well.*

### — Tell us about some of the new processes and tools you have deployed at the agency for that purpose?

*On average people at &why are probably 60-70% remote and 30-40% at the office. But as mentioned before, this varies between teams and people. Everyone is entirely free to choose the ratio that fits them best.*

*I would differentiate between culture (we define ourselves as culture first) and work. If we look at culture, we've invested a lot in creating community in our environment. We've done everything from game nights to full Christmas parties in remote using tools such as gather.town and spatial to spice them up. In the end, this is about the effort and love everyone puts into the experience. If everyone's all in, you create a community that, instead of being defined by shared space is defined by shared values/fun/trust. We also started doing small dailies for our different teams to make sure everyone has the chance to connect personally or even let of some steam. These are free to join for everyone. Finally, we regularly invite everyone to one of our hubs in Berlin or Munich to hangout, party or work together. We often call our offices hubs because they're spaces to experiment, meet, play around as a community. We also use 15Five to gather weekly checkins from everyone and make sure 1on1s and Feedback are as structured as possible.*

*On the daily-work side of things, Figma has been an early game changer for us. It has allowed us to collaborate better and more on digital design. Pair-Design and Ideation are the norm now and many times work even better remote. At the same time our developers started pair programming as well. We were also lucky to be already using Milanote and Meet, so there was a very fast transition when it came to workshops. On big product and brand projects, we still bring everyone together in a physical space regularly to foster communication and group dynamics.*

*Last tool and overall hack: have fun together, don't take it too seriously and embrace the inherent awkwardness of some hybrid/remote work situations. If everyone is doing their best to have a good time (most of the time) and is aligned on that, many other things will fall into place. So be a good colleague, boss, company - be a force for good. And everyone will be happy to be part of the ride.*

## — Which have been the ups and downs during the metamorphosis?

*Downs: We actually moved into our Munich office in mid 2019 and had an intense summer with many people joining and hanging out at the office (and our bar) all the time. Being forced into a lot of remote work at this point was challenging. It was an intense learning process that took a lot of energy and hard work by everyone. Misunderstandings and difficult moments are harder to resolve and require more work - when you figure that out as you go, it sometimes feels like you're failing.*

*Ups: Way too many, but overall: Seeing that it has made us so much better in communicating clearly, trusting each other, thinking ahead - we take less for granted these days. Hosting remote events with people spread all over the globe having a lot of fun together until late at night. Realising that our culture has prevailed and thrived because we were able to create much more personal freedom and, to some extent, enable more experiences for each other through a truly hybrid setup.*

## — What are the signs of a good remote work relationship?

*To start with the basics: Caring more about everyone's output than about their working times, nap schedule, office hours or anything like that. That's the most basic sign for a good remote relationship. Additionally, encourage over-communication and make sure there is enough trust to be very clear within communication.*

*Don't take remote as the solution for everything - balance is key - from time to time it is important to meet in person and have a different kind of flow.*

*If you see casual talks, a sense of community and connection between the lives within your team popping up, that's also a vital sign. We ship incredibly complex products and designs together - it only works if there's trust and respect.*

## — What's next?

*The future is exciting. As certified B Corp and culture focused company, we want to make sure the time spent at &why is worth it for both ourselves and our clients. Hybrid work offers incredible opportunities for all of us to explore and improve our relationship to work. To make work fit our lives rather than fitting our lives around work. It has also opened up opportunities to work with talented people as clients and team members from far outside Germany which is a good thing for many different reasons. So we're excited what's next in technology and what we can come up with as a team to create the future of work together.*



## Mélanie Hubert-Crozet

**Co-founder & Creative Director | Monopo**  
London, United Kingdom



### — What is your take on remote or hybrid working?

*At monopo london, we are doing 4 days at the office and one day flexible which everyone can choose. This system allows everybody to have the flexibility to choose a day that fits the best to their life (having a train to catch, an appointment to make, a delivery to receive, extending a weekend by working remotely somewhere, want to hyper-focus alone...) but we stay an in-person agency which is really important to us.*

*Overall, remote working can work but I find this pretty sad if that becomes the norm. The social aspect of working seems to have been completely underestimated because it has a lot more indirect effects. I feel remote work has made work a lot more functional and therefore can make people quite demotivated in the long term. I don't think working is just about getting tasks done. A lot of happiness at work comes from the relationship we build with our colleagues which can't really happen over screens. Remote work is convenient, but convenience isn't necessarily the best or most rewarding. To stay creative, we need energy and inspiration. Creative work can be really tough mentally, coming up with new ideas, dealing with self-doubt, dealing with client feedback, tough deadlines... I feel it's really important to not be lonely, support each other and celebrate wins together!*

*I think from now on we will have two types of companies: the full remote ones and the in-person with a hybrid twist. Both systems can work as long as a clear and consistent choice is made as it needs different management/process styles. The most hurtful is an ambiguous in-between situation where neither party can thrive. Moving forward, it's important that every member of a company shares the same vision on this and everybody finds the right place that suits their preferences.*

### — Tell us about some of the new processes and tools you have deployed at the agency for that purpose?

*We created a poll on Slack where everybody can select which day they will work remotely the following week. It's really easy for everyone, just one click and we know! No need to ask, no message to send. For everybody, it's really practical to have an overview of who will be here and when in one quick look, especially managers and producers but also when you know you want to brainstorm/discuss with another teammate. We are only a team of 8, so everyday can be quite a different team set-up depending on who will be here which is quite nice, with different energies mixing on different days.*

*We are also investing in the office furnishing to make it feel cosier and more inspiring. It should feel like a creative environment where you have all the tools available to push your ideas further.*

### — Which have been the ups and downs during the metamorphosis?

*It has been hard for us as a young company to adapt to a world that has been so confused and changing so fast in the last 3 years. Building a vision and good company culture is really challenging on its own but when everyone's values about work are being massively questioned, it's been really hard to know what to do. Suddenly there were no books about it or nobody with the experience that could guide us.*

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*After long times of confusion, we decided that we had to stick to our values, what we truly believe in and stop listening to what we would read online as the industry narrative. At the end of the day, if we don't believe in what we do, the company would fall apart. It's been hard to feel we had to go against the current but I'm convinced this was the best choice.*

*Especially when I see things changing again today. I think the world is finally rebalancing itself, from an extreme vision of remote work becoming the norm to a more balanced approach.*

### **— What are the signs of a good remote work relationship?**

*As managers, trust your team and as team members nurture that trust.*

*Be it with clients or with teams, clear communication is crucial. Remote work shouldn't mean hiding away. It should in fact be a reason to communicate even more. When working remotely you have to assume a lot less knowledge from the people you work with. There is no space for them to casually over hear or see what you are up so it's your responsibility to keep everybody updated.*

*We are working remotely with most of our clients. If we have the chance to meet in-person however, this is incredibly valuable. It's a lot easier to build a good relationship remotely after having met.*



Ed

Semprebon

Co-Founder & Developer | Bloquo  
São Paulo, Brazil



### — What is your take on remote or hybrid working?

*Bloquo was founded in 2018 already in a remote model. Before that, we operated for 9 years as a traditional design office.*

*Even before 2018, we were already serving customers from other parts of Brazil and the world and we started to question ourselves about the need to have a physical structure, the impact that this had in financial, production and personal terms. Today, the remote model is what makes the most sense for the context in which we operate, that is, a small studio, with clients from various parts of the world, where the collaborators are free to live wherever they wish, making their own work schedule, among other facilities.*

### — Tell us about some of the new processes and tools you have deployed at the agency for that purpose?

*We currently work 100% remotely. The main change from the traditional office model to the remote one was in relation to communication between collaborators during the development of projects, so we use tools such as Discord and Slack for chat, and Google Meet for meetings, in order to discuss and make revisions more quickly. In the administrative aspect, not much has changed, as we already use the cloud for file sharing and collaboration.*

### — Which have been the ups and downs during the metamorphosis?

*The positive points, in our opinion, are being able to be in a place that offers greater freedom of time, focus, not having to move to the office daily, lower structure costs and being able to live in any city in Brazil or the world. What we missed about the office was being in an environment with closer coexistence, sharing problems and celebrating achievements.*

### — What are the signs of a good remote work relationship?

*In my view, a good remote work relationship requires awareness of differences in schedules/availability, transparency in development/delivery, as well as clear and objective communication regarding demands and feedback on stages.*



## Ischa Moonen

**Creative Director | Colourcake**  
Amsterdam, Netherlands



### — What is your take on remote or hybrid working?

*We certainly believe that remote/hybrid working can work for certain companies in this day and age. It gives employees more freedom, flexibility and responsibility. Within Colourcake, we also tried out this new approach, but we soon found out that this didn't work for our organization.*

*The workflows within our agency are based on co-creation, both externally with our clients and internally with our team. This means that we often have physical check-in moments, brainstorming sessions or pull up a chair next to each other. This ensures that we create a space where everyone can inspire and challenge the team, develop themselves and achieve the best outcomes. While trying out remote working, we missed this interaction and the surprising results that can often come from it. That is why we chose to spend 95% of our time together in the office.*

*We strive to provide an inspiring space for our employees. That is why our office was designed with a lot of thought & care to give the feeling that it is not an obligation to come to the office, but a place where you want to be.*

*Everyone has their own individual, spacious workplace equipped with everything they need. At the same time there is also the possibility to work in a different place within the office when needed; think of the loungeset on our balcony, the coffee corner at our kitchen and bar, the call booths, the meeting rooms [our meetings rooms are named after our favorite team holiday destinations: Cannes, Nice, Monaco] or the living room couch area. And on top of that, funky tunes play in the background all day long, and the pool table is ready to be used if you need to distract yourself from work.*

### — Which have been the ups and downs during the metamorphosis?

*During the time we tried out working from home, we saw that the clear communication and overview of our projects which we were very used to, deteriorated. Co-creating became a lot more difficult – we got less done online compared to when being together in real life. Spontaneously picking each other's brain was no longer an option. Instead, we had to reach our colleagues online and run projects together remotely. Which was especially difficult as a manager, because it gave less overview of what everyone was doing and where support was needed.*

*On a positive note, it has shown us that we can certainly do check-ins with our clients online and don't always need to travel to meet. But for Colourcake internally, the conclusion was quickly made that a nice working environment, fully equipped to all our employees' personal and professional needs, really enhances our level of collaboration and creativity. It's also much more fun*



## Christopher Merchant

**Program Manager | Rock Paper Reality**  
San Francisco, United States



### — What is your take on remote or hybrid working?

*I've worked 100% remote for the past 6 years in the software and technology industry and in my view there's no alternative. In the post-pandemic world we've seen a lot of firms bringing their 'temporarily-remote' teams back to the office, but I frankly see those as poor moves by organizations or companies who were perhaps forced to hastily take their operations remote in 2020, and aren't yet prepared to analyze the wins they unknowingly scored in the intervening years. A fully digital company is prepared to harness the ability to select for talent that isn't just in close physical proximity to a home office. The ability to have a fully global team creates efficiencies that on-prem staffs could only dream of in the ability to pass projects literally around the globe and reduce downtime and wasted project time. The cost savings experienced by not having office space leases, company cars, and expensive parking agreements in overpacked business districts means reinvestment in the company and team.*

*Of course there are some hiccups in remote work not experienced by on-prem teams, but the benefits far outweigh the drawbacks in my view. The industries that aren't embracing the pivot to remote-first workforces are doing themselves a disservice.*

### — Tell us about some of the new processes and tools you have deployed at the agency for that purpose?

*As Rock Paper Reality is 100% remote, we've operated since day one as a fully remote agency. That means our entire team is structured for remote operations and has been since we started- including optimizing communications with Zoom, the Google Suite, and Slack, project management visibility with Asana and Jira, and file management with Dropbox and Github.*

*Our creative design teams live in Figma which is king of the collaborative design tools, and integrates seamlessly with our workflows. Our 3D artists have optimized Maya workflows for animation and renders to pass files back-and-forth between timezones and responsible parties with Dropbox in a way that ensures constant version control and data redundancy.*

*Perhaps most important for us though is our daily stand-up meeting and subsequent meetings throughout the day that really train us all to communicate and get facetime to collaborate when we need to. It can be daunting for those new to working remotely but- unlike in an on-prem office- there's no expectation you'll just 'run into' a colleague in the breakroom and have the chance to chat about the project or your workflow- so ensuring we book that time with each other and call one another often even beyond scheduled project collaborative sessions is key. Our CTO, Preston Platt, really leads the charge on that mindset of "in your face" collaborative communication- he encourages anyone to call him out of the blue, no need to set a time or a meeting, and the idea is that those are the best ways to have impromptu conversations that create productive outcomes. Things often get lost in a Slack message or one of dozens of emails a day- but a call creates immediacy in the back-and-forth.*

### — Which have been the ups and downs during the metamorphosis?

*On the project side, coordinating for global schedules can be challenging. Try booking a meeting for a group across San Francisco, New York, Glasgow, Istanbul, and Auckland (hint: when it's 9AM for the Auckland team it's 8PM the previous day for those in GMT!).*

On the other hand, we've also found it important to take time to get together as a team in the same physical space whenever possible. That means silos of teams that are in relatively-close geographic proximity like our artists in New York or developers in the Bay Area frequently connect to share some space, visit a client together, or even just hang out in their off-hours. Bigger than that is our annual team retreat- last year RPR rented a villa in Portugal and spent a week offline- cut off the phones and slack channels and Zoom calls just to collaborate in-person and connect.

Some of the biggest wins we've scored are in being able to attract top talent globally. The lifestyle that remote work provides for our team is immeasurable- many of our team members live pretty quiet lives on their farms surrounded by a (literal, in some cases) stable of their animals on land far removed from the hustle of 'downtown' that would otherwise make commuting into work impossible. Plenty of our team members have opted to move cities or countries to places they've always wanted to live, and others still have embraced a 'digital nomad' lifestyle- couchsurfing and staying all over the world in the span of months with Airbnbs and racking up thousands of frequent-flier miles. While RPR's family grows in terms of the size of our staff roster, it also grows as our team's remote operations allow for better work-life balance than nearly any other organization- accordingly we've had no less than 3 weddings and one new baby this past year among our ranks!

## — What are the signs of a good remote work relationship?

First and foremost is an organization that doesn't trade the perk of being fully remote for the massive detraction that is 'clock watching' their staff: the sort of organization that employs activity checking software or wants to track time down to the minute is one that loses all the benefits of being remote in the first place.

As an operational leader I've lived by a piece of advice I got from one of my mentors years prior- I asked her once how she got so successful at building strong teams, and she said, "I hire extraordinary people, coach them to success, give them the tools they need to achieve measurable goals- and then get the hell out of their way and watch them change the world."

In an organization like ours on the cutting-edge of technology, and an emergent space at that, it's massively more important that our team feels the freedom to be productive at their own pace and in their own way. Apart from our daily sync there are rarely scheduled time-related deliverables required in our workflow. So I embrace that lesson from my old mentor and my senior leadership encourages us to work that way, too.

## — What's next?

As a company in the emerging immersive market the 'next generation of remote work' is incredibly obvious to us- we're already working with and developing technologies that improve virtual collaboration, and fully-immersive collaborative tools at that. In VR a team can truly simulate being in a shared workspace, and we've often hosted our company-wide meetings this way: a VR conference room can provide the feeling of being in a shared space without the need to physically move people around!

The future is adoption of VR-enabled remote teams in even the industries most reticent to going remote due to the nature of their work- some of the industrial VR tools we're developing today will make remote manufacturing possible, for example.

For RPR the future is growing our team of global XR experts: changing the way people think of 'space' is the entire name of our game, so we begin here at home and continue to serve as the global ambassadors and model for successful agency operations- the future is fully remote.



**Daniel  
Bulut**

**Co-Founder | Mindly Studio**  
Melbourne, Australia



### — What is your take on remote or hybrid working?

*I believe for most computer or office-based jobs this has become standard practice nowadays. Not having to go to an office 5 days a week has improved quality of life for many as they have more flexibility around their lifestyle and more time in their week.*

*My preference is hybrid work as you get the best of both worlds - remote + in-person. Working from home enables you to have a great lifestyle. And working in-person enables you to collaborate, socialise and build meaningful relationships with others.*

*At Mindly, we have been a remote-first studio and usually do workshops, meetings and relationship-building activities in-person either at a cafe or a co-working space.*

### — Tell us about some of the new processes and tools you have deployed at the agency for that purpose?

*I'd say about 85% of the time we are working remotely at Mindly with the remaining 15% being in-person. For the majority of time working remotely, we have developed quite a few important processes and use a few important tools to make it as effective as possible, such as:*

- *Video Communication: We use Google Meet (previously Zoom) + Calendly for scheduling meetings.*
- *Written Communication: We use Slack and Email.*
- *Collaborative online whiteboard - We use FigJam (previously Miro)*
- *Studio Management - We have built out our ideal studio management system using Monday.com with lot's and lot's of other integrations.*
- *Automating communication - We send out automated personalised reminders to team members and clients when action is needed by a certain date.*
- *Communication templates - Over the last 3 years, we have developed and improved a lot of email/messaging templates for most parts of operations to make remote communication as great as it can possibly be.*

### — Which have been the ups and downs during the metamorphosis?

*When first starting Mindly back in December 2019, we always planned to work remotely and it has mostly stayed that way, apart from meeting in-person for workshops and relationship-building activities. Like all things in life, there are pros and cons to remote/hybrid vs in-person work. For Mindly, the Pros have outweighed the Cons in terms of remote-first work.*

#### **Pros**

- *Lifestyle: Working from wherever you want opens up an amazing lifestyle for those who do not like routine or to go to the same place every day.*
- *Time: Working remotely/hybrid saves a tonne of time as you do not have to prepare for going to the office or travelling. This truly adds up to a mind boggling amount over a longer period of time.*
- *Saving a lot of money on not having to have an office space: Every dollar counts when you are a bootstrapped startup.*

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- *Reaching people that you otherwise wouldn't due to geographical constraints: We have been able to meet and work with people all over the world thanks to the shift in work*

#### Cons

- *Delays in communication/action: When in an office you can usually go up to the persons desk to engage them. You don't have that instant engagement/response when working remotely and sending emails/slack messages (unless you call on the phone).*
- *Missing out on the remarkable power of in-person ideation, brainstorming and problem solving: If you solely work remotely, you miss out on the power of in-person collaboration. That's why we've shifted from 100% remote work to remote-first and prefer in-person workshops and relationship building activities*
- *Home Distractions: Sometimes you can't help but get distracted when working from home with home-related things - e.g. getting deliveries, cooking fresh food for lunch (which can take a lot of time), etc.*

### — What are the signs of a good remote work relationship?

*One of the biggest downsides of remote work is that we miss out on nonverbal communication - the use of our body language. Studies have shown that up to 55% of our communication is nonverbal (i.e. physiological). There's only so much body language that can get communicated through a computer screen. That's why I believe strong communication is required to succeed in remote working environments. Since starting Mindly, we have placed a big emphasis on high-touch and strong communication. This means that we can effectively communicate to team members but especially to clients where traditional nonverbal communication is missing.*



**Konstantinos**

**Lamaj**

**Managing Director | Kovald**  
Athens, Greece



### — What is your take on remote or hybrid working?

*In our company we always try to find the best way to communicate with each other and with our clients. So, during Covid-19 we tried to work remotely and hybrid. In this effort, we faced challenges in training our new employees and trying to explain our company's policy and culture.*

### — Tell us about some of the new processes and tools you have deployed at the agency for that purpose?

*During Covid-19 we tried to find new ways to communicate better and we believe we succeeded. Some of these have helped us to better manage our time and also the arrangement of work. The two tools we used and still using in our daily basis are Jira, which literally unties our hands when we need to divide responsibilities and projects, and Clockify, which helps us keep track of the tasks and projects we do on a daily basis. In terms of percentages, we would say that 60% of our work is on site and 40% of our work is remotely.*

### — Which have been the ups and downs during the metamorphosis?

*Like every company, we have faced some challenges from time to time. Working remotely was quite difficult for us to train our new staff. In addition, we have had difficulty in explaining what was exactly our company's policies and ethics.*

### — What are the signs of a good remote work relationship?

*Remote working can be a win-win situation for a company. First of all, it is good to have direct communication with your colleagues. Video conferencing is better than just an audio call—this way, you can engage more effectively with your colleagues, interpreting their facial expressions and body language to build a sense of community and familiarity. Everyone in your company needs to schedule everything they do and always make sure the calendar is up to date.*



## Jerome Goerke

Director | Wivern Digital  
Berlin, Germany



### — What is your take on remote or hybrid working?

*We've been remote-first for over a decade so it's not a new development for Wivern Digital. It's even in the agency name. Wivern began as a purely digital (or, as it is now called, a remote-first agency) for reasons of efficiency: I didn't want to commute each day to an office when that time can be used to develop concepts either for myself or for clients. I also reasoned other creatives and freelancers would feel the same. When you have video connection possibilities with your clients, staff and freelancers, and your clients are mostly individuals also working from home, there is even less compulsion to have an office. I do understand that there are people who do like the camaraderie of the office, or feel like they have to get out of the house, or to split work and home, but I find creative work lends itself to solitude. Or should that be solitude lends itself to creative work? Either way, I am happy that since those early days, running a remote-first business has become much more acceptable across the board.*

### — Tell us about some of the new processes and tools you have deployed at the agency for that purpose?

*I've learnt that although the tools might change with time and technological trends, certain processes largely remain the same. For example, let's say you are onboarding someone new: Care must be taken to ensure an individual understands the path ahead, and how their input will shape that path, who will be facilitating that input, and when (and where) that input is to be delivered. Test tasks might be assigned and verified on a one-to-one level with a supervisor before the new person gets added to a chat channel for example, with the work they just did presented as part of their introduction. Implementing tools to support connectedness where team members can see what others are working on is also helpful, as is determining the amount of contact a person would like via video. Some prefer more to get their bearings, others less so they can focus on the task.*

### — Which have been the ups and downs during the metamorphosis?

*It has been very much business as usual.*

### — What are the signs of a good remote work relationship?

*To recognise that people still are affected by the ebbs and flows of life: That loved ones pass away or need to be visited in hospital, exams need to be sat, renders fail, unexpected calls come in, and that there is always a certain level of uncertainty that resides within us when we cannot see the eyes and reactions of others. In such cases, humanity can help bridge the digital divide. Put another way: balancing understanding with goal orientation is important. It might be easier said than done when a deadline approaches. But if all team members operate on the premise that ongoing harmony can be just as important as meeting a moment in time, then I think that is a sign that things are working well. I might even start asking new interviewees when they were last compassionate, just to see how they react.*

### — What's next?

*Right now we are preparing for the launch of the Jumpy Puppy brand, which is a new community-sponsored approach to online children's entertainment. The way it works is that parents can pre-order the picture books, games and coloring books that are geared towards teaching kids about the wonders of Nature as seen through the eyes of a shy puppy and his pet flea, Gonzales. After the books and games have been delivered to the family home, we launch a community-powered funding round to bring Jumpy Puppy and Gonzales to life in the form of a cartoon derived from the book. That way parents can relax because they know what's coming. Kids get hyped by the knowledge that their family directly helped animate the story they recently received in the post and now sits on their bookshelf. And then everyone can see the animation come to life via social media, step by step, which adds to the communal fun.*



## Fernando Mosqueda Santana

Co-founder & Creative Director | MCK  
Mexico City, Mexico



### — What is your take on remote or hybrid working?

*After the first six months of quarantine in Mexico, we decided to establish the remote work permanently in October 2020. At the beginning, we were not sure if it was the right way for the company, but some months ahead, we realized it was the best decision we could have made.*

*Currently, we are sure we made the best decision, and our productivity and effectiveness in the work processes have increased considerably. Since we are based on CDMX, the possibility to work from anywhere has helped all teammates to save between 1 to 4 hours per day in order to not have to spend time going to the office.*

*All these changes mean a significant improvement in the quality life of our team members, this is a very good reward for us aligned to our why purpose “We are here for something bigger than ourselves. We are here in the industry making what we love to Change the reality of our clients, teammates and all families that depend on the success of this project”*

*Our team members have increased almost 100% in two years, without the necessity for us to move to a different office. Nowadays we have members working throughout the country, getting very good results in delivery and quality of our services.*

### — Tell us about some of the new processes and tools you have deployed at the agency for that purpose?

*Most of our teammates are working 99% remotely, our office has turned into an open space to be used by those who need it. Usually, the managers schedule some integration meetings with their teams or the new business team has some meetings with clients to close a deal, furthermore, anyone has to go to the office on usual days..*

*Changing to work remotely was a huge challenge because even though we practiced home office eventually on special days all our processes were based on physical interaction, before going to the home office some doubts between teammates were solved just by turning the chair and asking the next to a teammate, however, the communication had to be moved to a digital place.*

*We use slack as a main channel of communication, open messages are more effective for all stakeholders in a project, and this tool is very useful to the new members' onboarding because they can access all information about each projector strategy they are going to work.*

*Asana has been our project management tool for a long time, but remote work has taken a special role for our PMs.*

*We developed our own task tracking called “trick-track”. This tool works as a cost center when we associate a budget for each client and project and our managers assign this budget to the team members, so, any task can be solved if it is not associated to a cost of the project. Using this tool we can ensure all tasks of the team are useful to the project and assign a monetary value for each one, that is why we are very careful with both productivity and profitability.*

*Education is a fundamental part of our bases and culture, so we also deployed some self-service courses about soft skills, hard skills, and agency culture creating a new communication channel called “Talent Talks By MCK”. All this content in the new platform was offered by all leaders at the company with the main goal to keep the culture at the distance and share it with the new team members. After the first exercise of communication with the Talent talks, the platform became a safe place to share ideas, create new courses, and discussion panels, and talk about personal and professional experiences. The main thing to stand out is the percentage of participation and synergy with all activities has been higher in a remote way.*

## — Which have been the ups and downs during the metamorphosis?

*There were many things to solve along the process very hard to face because we didn't use to work remotely. All our processes, operations, and customer service had a physical element; Quick meetings, regular meetings with the client officers, working lunch to integrate different teams into the same project, onboarding workshops for the new members, etc. Basically, before the lockdown in MX working 100% remotely was unthinkable.*

*In the beginning, we need to learn to manage our time, the increase in productivity put all the teams to work at a very complex pace, and we did not know what time was right to stop receiving calls and messages from our clients, because as they were connected all the day like us, we started to work in a vicious cycle when the client asked something, we answered anytime. Over time, we created new policies and processes integrating new tools in order to eliminate all friction in the teams. We set new agreements with our clients about our SLA and all things started to work very well in a short time.*

*We increased our efficiency and we were able to take on new projects, the digital industry started to accelerate its maturity within many companies in MX and requirements got with fluently. This took us to rise our team in a considerable way, bringing with the new hires a very huge challenge, "sharing the culture".*

*Rapidly, 50% of our team was shaped by new members that we had never seen in person. The interaction between teams turned cold and our values were not stamped in the delivery of our projects. At that time, it looks like a different company. We had to create new spaces to talk with the team, each leader created strategies to know closely any member of their team. It was a process to try over and over but in the end, all efforts worked. Now, we have a very close team, using our Talent talks platform, all can share ideas and thoughts with all companies, and all teams know who is working on any team.*

## — What are the signs of a good remote work relationship?

*Our NPS is a very good example of a good remote work relationship, the satisfaction of our clients has increased semester over semester last two years, getting a qualification of 92% for the end of H2 2022.*

*Some team members reinforced their commitment to the company after allowing them to move to different places throughout the country for being close to their families, live in a tourist place, or simply get a cheaper floor.*

*Nowadays, it is easier to connect with more members and to know more about them with digital tools, this is something that could have been very complicated in a big office.*

*2022 has been the most successful year in terms of results, we got multiple awards in different local and international contest, for us, this is a clear proof the remote work and this is how we will work for the next years.*

## — What's next?

*As managers we have the responsibility to identify possible future chances as well we have lived. We have an added value to our team members against other work offers, where homo office is practically finished. Many agencies similar to us, are coming back to work to the office and it has become in a trouble at time to hire new people.*

*Our next challenge is create new schemas to work, create new work structures that allow us to have a global team, no matter the place the people are we could keep offering good results for our clientes.*

*We are exploring reducing the weekdays from 5 to 4 and keeping working remotely. We believe it's important to take advantage of all new processes we have deployed and create from our flexible structure an added value to the market.*

# — Thank you for your participation

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The report aims to examine the agency perspective in the world of work, what they look forward to and how to adapt different processes. Overall, hybrid work is a big, ongoing experiment. It became popular during the global pandemic and is the most commonly adopted strategy in the post-pandemic world. Each agency needs to find the work model that fits them and their team better. Remote, hybrid and in-office, they each have their pros and cons. And they can all be made to function. Through this report, we hope to have given you the tools to make the best decision for your agency. Moving forward, here are some questions we can ask ourselves when choosing a work model:

- What will happen to our culture with so few people in the office?
- What work model works best for each team's personality?
- Does remote work affect the learning process of young recluses?
- Does every model function well regardless of management style?
- How does working at home affect your overall productivity?
- What will the future workweek look like?

Thank you once again to all of the participants for taking the time to share their agency's experiences. It's certainly a time of transition in the industry, and sharing our knowledge and learnings is the way to make our community thrive.

**Be a part of the change.**

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#FutureWorkplace #RemoteWork #HybridWork

— “ As a result of the increasing importance of hybrid work models and technologies, more and more creatives are now able to work independently of a specific location. ”

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