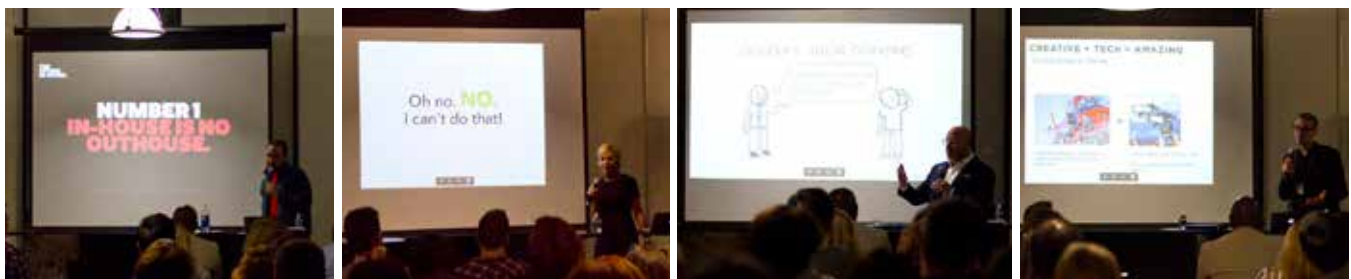




Chants of “In-House, In-House, In-House” served as the rallying cry to kick off an evening of networking and community building among in-house creative leaders who came together for **InSource In-House Perspectives 2** held on **September 29, 2016**, at **GlobalEdit Headquarters** (a venue with stunning New York City skyline views) located at **32 Avenue of the Americas** in New York City.

Inspired by the presentations of four featured speakers along with a follow-up panel discussion, a crowd of more than 100 people showed their enthusiasm for working in the world of creative services, as well as their eagerness to learn more from each another, in this sold-out InSource event. **Alex Center** (Design Director at Coca-Cola), **Carol Carter** (Head of Global Creative Services at BlackRock), **Steve Kalalian** (CEO of GlobalEdit and Industrial Color Brands) and **Peter Leeds** (Director, Global Creative and Brand Activation at Pitney Bowes) shared their insights on the joys and challenges of achieving their goals and applying best practices in their work.



IN-HOUSE PERSPECTIVES 2 featured (from left to right) The Future In-House by Alex Center (Design Director at Coca-Cola), In-Sourced to India by Carol Carter (Head of Global Creative Services at BlackRock), Five Ways To Demotivate, Demoralize and Ultimately Destroy an In-House Creative Team by Peter Leeds (Director, Global Creative and Brand Activation at Pitney Bowes) and Learning to Love Technology by Steve Kalalian (CEO of GlobalEdit and Industrial Color Brands). Photos by Mark Jordan (jordanstudio.com).

InSource provides the following takeaway messages:

LEARNING TO LOVE TECHNOLOGY

Steve Kalalian (CEO of GlobalEdit and Industrial Color Brands) spoke about the evolving opportunities for combining creative skills and talents with state-of-the-art technology from his perspective working in a 25-year tech enabled creative production company.

- Steve describes the five big benefits of technology in these terms: “Do more, a lot better, much cheaper, way faster, so much easier.”
- He encourages in-house creative leaders to better understand any resistance to the use of technology may be based on many factors, including a lack of understanding about the need for change, a fear of the unknown or a desire to maintain being emotionally connected to familiar but outdated ways of doing creative work.
- He cautions in-house creative leaders to avoid implementation mistakes, noting the benefit of collaborating with others who already have experience and skills in various technologies to get the work done.
- He provided several examples of how technology has had an impact on creative services, including how aerial photos used to require the enormous expense, logistics and risks of helicopters whereas now the use of drones for aerial photos may be better, cheaper, faster and easier.
- He invites in-house creative leaders to learn more about the resources available to them by reaching out to him and his colleagues at globaledit.com and industrialcolor.com who are dedicated to meeting the business needs of the creative industry.

IN-SOURCED TO INDIA

Carol Carter (Head of Global Creative Services at BlackRock) provided a candid description of her experience in expanding her creative team by establishing a team in Mumbai, which required a global, cross-



functional effort and led to positive results.

- Working with the world’s largest asset manager with offices in Princeton, NJ, San Francisco, CA, and London, UK, Carol confessed her initial skepticism about hiring and managing a team of 10 creative professionals based in Mumbai, India. She described the low points of confronting her own fear of failure, expectations of expending a great deal of time and energy, and the potential of having a bad experience, in combination with the logistics of working with four search firms that presented a total of 120 resumes for review, dealing with bad cellphone connections and hard-to-understand dialects, and technology challenges.
- The high points included discovering “super-creative, engaged and talented” creative professionals who are valued members of their creative team and fit well in the company’s high-performance culture now.
- Lessons learned include the importance of reaching out to others to seek advice based on their experiences (for example, having conversations with other in-house creative leaders who are members of InSource can be quite helpful). She offers the following advice: “Take risks, be open to change and don’t go it alone.”

THE FUTURE IN-HOUSE

Alex Center (Design Director at Coca-Cola) shared highlights from his personal journey as an in-house creative leader in both a small and large organization, which has strengthened his belief that the future of branding is in-house.

- Alex believes “in-house is no outhouse.” He sees design as being infused throughout the business. As a thought leader, he is passionate about using design thinking to solve business problems.
- “The future of branding is in-house.” He identifies three factors about why in-house is important: “speed (fast), cost savings and passion (‘we care’).”
- He notes that “more than half of all designers in the United States work in-house” and research shows “design-led companies outperform (other companies).”
- He offers this advice: “Be a thought leader, not a craftsman” (design skills are only the cost of entry); “Be the brand (be proud that we know what the brand stands for); and “Think like a politician” (build relationships and form alliances with others).
- He promotes “designers belong in the board room” and embraces the rise of the Chief Design Officer (CDO) at high-performance companies.
- He is a champion for in-house creative leaders and believes it’s important to stand out and be passionate about one’s work. He welcomes tweets and replies via @TheAlexCenter.



Attendees enjoy cocktails while networking before the speakers take the stage. InSource events are a great way to connect with in-house creative leaders to build your network and share ideas for running your in-house business.





Left: Attendees during the discussion panel. **Right:** Our speakers during the panel.

FIVE WAYS TO DEMOTIVATE, DEMORALIZE AND ULTIMATELY DESTROY AN IN-HOUSE CREATIVE TEAM

Peter Leeds (Director, Global Creative and Brand Activation at Pitney Bowes) offered a provocative perspective as a reminder for in-house creative leaders to consider five factors that can lead to the opposite results of what successful leaders want to achieve by adopting the following destructive approach:

- “Discount their opinions.”
- “Make sweeping value judgements.”
- “Give ‘em the grunt work.”
- “Briefs, schmeefs.” [translation: Skip clear communication of the requirements for a project provided in a creative brief.]
- “Pay down to your expectations.”

In other words, “please don’t do these things!”

Key Messages From the Follow-Up Panel Discussion

Nathalie Heywood Smith (who volunteers as InSource Director of Membership Engagement) facilitated a lively panel discussion focused on career strategies for InSource members in an ever-evolving marketplace.

On strategies for learning to navigate in the in-house setting:

- It’s important to learn who to trust and who not to trust; “trust (others) until they give you a reason not to.” It’s all about building relationships.

On when to start thinking strategically about one’s career:

- Focus on making work you’re proud of; take on more projects and think one step ahead. Do the job you want to get.
- Make opportunities for yourself; take

ownership as a problem solver and show your enthusiasm.

- Getting fired can be a wake-up call to get serious about what to do next.

On what to do when you hit a roadblock:

- Take on projects outside the office; don’t always wait for the brief. Take on “a stretch assignment.”
- Find other creative outlets; look for something new in the role.
- Engage in self-assessment and ask yourself: “Am I challenged? Am I happy? Am I compensated reasonably?” If you can’t move a roadblock, then you may need to move yourself out of the situation.

On how to have a conversation with your boss about a problem:

- Be objective; take your emotions out of the conversation.
- Stay true to your beliefs; resist the path of least resistance.
- You sometimes lose your battle but you need to help your team pick up and put things in perspective.

On identifying the greatest challenge/making a difference as an in-house creative leader:

- In a large company, everything will be seen by many people on a large scale. Concepts/ideas have to go through a funnel for all to agree so the stakes are so much higher.
- Have confidence in knowing/understanding what the brand stands for; know what the brand is and what it isn’t. Be a brand evangelist.

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