

OCASE STUDY

Described for the project: "The Hexagonal Leader"

Name of the organization

Red Orbit, digital marketing, d.o.o.

Website of the organization<https://www.red-orbit.si/>**Logotype of the organization****Type of organization**

- Business organization
 Public administration
 NGO's
 Others (what kind?)

Size of the organization

- Small
 Medium
 Large

Economic sector

Marketing and advertising

Brief description of the organization

Red Orbit is a digital marketing agency specialized in search engine marketing and web analytics. They allow themselves to think different and believe that limits of digital marketing are far from reached. They are convinced those limits are there to be moved and challenge everything. They do that by providing

their clients innovative but measurable services that enable them to better seize the digital marketing as a whole and surpass the expected results. Red Orbit is the only Slovenian agency with Google Certified Trainer and Google Certified Partner badge. They are expert for web marketing. Google and Facebook advertising, analytics and SEO are their passion. Red Orbit has 19 employees, whose average age is 36, and all of them appreciate honest communication, which is even more important today.

Case study description (situation / the problem they are facing) [max 2000 characters]

In 2019, Red Orbit received the award for the Best Employer of 2019 in the category of small companies at the Golden Thread Award. The Golden Thread is the only Slovenian project that in the long run measures the relationships in the organization, the quality of the work environment and the connections in the team. Red Orbit participates yearly in the project with aim to measure relationships and connections and gain valuable insight into its people management and leadership strategy on yearly basis.

The company is innovative in the development of people and culture. This results in the involvement of its employees in finding new solutions, services and products. And this is also reflected in their competitive advantage in the market.

Company consists of a small team that works with director on people management, strategic and operational business management, and communication. Communication and feedback and conversations take place organically within established pathways, but still director sits down with each co-worker at least once a month to have a personal conversation, face to face. When it comes to decision making and leadership, he likes to borrow the theory that a company needs to have a good visionary, but he is powerless if he does not have great integrators on the team. Everyone is responsible for its work and thus becomes a decision-maker in the field they cover. This builds the involvement of all individuals and the entire team in management, followed by the development of the company.

Suggested solutions (added pros and cons)

No matter how big the team is, how self-initiated and engaged the co-workers are, appointing one individual to head each major assignment is imperative. In this way, they organize the work, set clear guidelines and responsibilities, and empower the individual to achieve the goal. It is not so much an organizational principle as it is a change of mindset. And if it is clear to all of them what they are agreeing on, if they accept their responsibility and if they enjoy the work, then the whole company acts like a well-coordinated orchestra and all that sounds like “a beautiful symphony”, director says.

Their way of communicating and solving challenges is the one that attracts the best talent from people. Beside the regular weekly meetings, they have also so-called *Whiteboard Fridays*, where each member of the team represents some new idea, own way of thinking or simply share his/her knowledge to the whole team. On Friday brainstorming sessions they discuss on the specific theme. Together they solve

new market challenges or their customers. This goes in the way that one of the co-worker predict what kind of the challenge they will be solving and invites team to think. That kind a brainstorming brings a lot of useful ideas, which can then implement in solution.

Chosen solution

The company follows and adapts to rapid changes and the pace of time, which is also the result of weekly exchanges of ideas (brainstorming). Almost every Friday they have a short internal training or workshop where they share good practices and insights with each other.

A concrete example is their new digital first aid kits, created due to the changing needs of the market during the epidemic. The initiative came from the sales side, and together with experts in individual fields, they came up with a comprehensive offer. In such cases, expert inputs are invaluable.

In addition, they organize other types of internal sharpening of talents, such as so-called spotlights, 10-minute presentations of the latest discoveries and insights of their experts, they organize public training in front of the whole team - where they help a colleague to cross the zone of discomfort, internal training of conducting meetings with clients etc. During the epidemic, they launched a whole series of online conversations with various experts, including co-workers. This was by far the best way of education at the time.

Rationale of the decision taken

With more complex ideas and solutions, they first take enough time to work out an idea in the smaller team - they also have their own Lab for these purposes - when the idea is mature enough, they present it to the whole team. That is how they get professional feedback again. The whole round is concluded by presenting a new solution to the whole team and in the next steps also with feedback not only from the market but also from experts based on their work. Red Orbit is focused on continuous improvement.

Director's philosophy is also to socialize and talk a lot because they are more connected that way. And that is exactly what they missed the most during the epidemic. At that time, they further strengthened their communication, including in writing, as colleagues needed information on how they were doing as a company. And if anything connected them, it was openness and authenticity in those uncertain times. They also had an important turnaround. If they used to focus on their tasks on a daily basis, during the epidemic, with a noticeable decline in orders, they came together strongly in search of new ideas and initiatives. After return from working from homes they see this in better sales and work organization. They had the opportunity to work from home before and adjust to their personal schedule, but now they have kept two days of work from home and left more flexibility in choosing the location of work. The epidemic has blurred the line between work and private life, so it is now even more important that they communicate with each other, listen to each other, adapt to each other and support each other.

Solution implemented in practice

In search of the right way to develop innovation, they also went through a flexible and agile school. From the one they have been to, they have come to the conclusion that brainstorming on a specific topic works better than, say, the broader challenges. Team members are more motivated and targeted when solving a very concrete challenge, and they also get results faster. That is also why the company has a so-called "i." Lab, a special department that deals with the vision of designing new ideas, products and services.

Lesson learned

Investing in people, team and culture is being restored precisely in constant development and improvement. In their view, all employees are responsible for the success of the company, which is why they also consider it important to include employees in new ideas and solutions, and they consider feedback very important.

There has been a turnaround in the field of digital marketing, with companies increasingly building their internal teams. This has led to a high demand for digital marketing professionals. It is important what they are looking for, but it is even more important to them, that the candidate is willing to learn in all areas. They aim for broad knowledge and they increasingly want to direct the team to cover various areas of digital marketing.

Connection to the six skills depicted in the project

Feedback

Decision making

The example of a case study is based on certain skills that a successful leader is expected to have. In this case, the feedback is particularly prominent. The company's performance is very much influenced by the feedback culture, as these are one of the basic elements in the organization that link organizational goals with continuity, create trust between employees and managers and among employees and guide the individual's motivation and innovation and creativity.

Feedback is more than advice or assessment. It is also a constantly present information about how far we are going to achieve our goal and how to be even better. They are also aware of this in Red Orbit.