



BUSINESS SERVICES

ADVERTISING AND MARKETING FIRMS, RANKED BY NUMBER OF EMPLOYEES



When the Recession hit in 2008, Michelle Shepherd remembers that everyone at Arrowhead Advertising took a 10 percent pay cut. Their CEO, Kyle Eng, didn't get

paid at all.

Because of that move, Shepherd the company's chief financial officer – says no one lost their job, and Arrow-head pulled through. That experience taught her a very important lesson.

"Being close to your employees is

probably more important than any-thing, she says.

Today, Arrowhead has 85 employ-ees and Shepherd has been the com-pany's CFO for nine years. And she

panys CFO in filter years. And still sticks close to that philosophy.
"I might be the CFO, but I am an unusual CFO," she says. "Nobody is beneath anybody...I take time to talk to people, make sure they're happy."

Shepherd first started in accounting at an auto dealership when she was 16 and living in Michigan. A high school class introduced her to the field.

"Oh my God, I love accounting," Shepherd says. "I just loved the business side of seeing how it all worked."

Ironically, it was her role at auto dealerships that brought Shepherd to Arrowhead. More than nine years ago, Arrowhead served as the mar-keting agency for the dealership where Shepherd worked. She'd al-ways admired the ads and wondered how they were made. That's when

how they were made. That's when she met Eng.

"(Eng) needed a CFO and I needed a change," she says.

And so Shepherd's career with Arrowhead began. When she first started, Arrowhead had only 10 employees. She helped the company town from the tround was estimated. grow from the ground up, acting more as a partner than as an employee. Today, she views Arrowhead as her own.

"I think everybody should do that for where they work," Shepherd says, adding it's important for people to

take pride in what they do. She wants her team at Arrowhead to work hard and produce great quality products, but she also wants them to have fun. Arrowhead sports a pingpong table and a pool table, and Shepherd thinks of her colleagues like family. In fact, she says the people are her favorite aspect

"I love people," Shepherd says, her voice brightening, "We want people to keep coming to work and have fun."

Top 10

LANETERRALEVER 725 W. McDowell Road, Phoenix 85007 // 602-258-5263 // laneterralever com FOUNDED 1962 AZ EMPLOYEES 120 PRINCIPAL Beau Lane, CEO: Chris Johnson president HIGHEST-RANKING WOMAN Isabelle lazo, senior vice president of brand strategy: Kim

MCMURRY/TMG 1010 E. Missouri Ave., Phoenix. 85014 // 602-395-5850 // mcmumyting.com FOUNDED 1984 as McMurry, 2012 as McMURRY/ TMG AZ EMPLOYEES 95 PRINCIPAL AND HIGHEST-RANKING WOMAN Beth Tomkiw, chief client officer; Kim Caviness, chief content officer

RIESTER 802 N. Third Ave., Phoenix, 85003 // 602-462-2200 // riester.com FOUNDED 1989 AZ **EMPLOYEES** 87 PRINCIPAL Tim Riester, partne and CEO HIGHEST-RANKING WOMAN Mirja Riester, partner and chief strategic office

ARROWHEAD ADVERTISING 16155 N. 83rd Ave., Suite 205, Peoria, 85282 // 623-979-3000 // arrowheadadv.com FOUNDED 2003 AZ EMPLOYEES 85 PRINCIPAL Kyle Eng, president and CEO HIGHEST-RANKING WOMAN Michelle Shepherd, chief financial officer

LAVIDGE 2777 E. Camelback Road, Suite 300. Phoenix, 85016 // 480-998-2600 // lavidge.com FOUNDED 1982 AZ EMPLOYEES 79 PRINCIPAL William R. Lavidge, CEO HIGHEST-RANKING WOMAN Alicia Wadas, chief operating officer; Sandra Torre, chief financial officer

MARTZ PARSONS 7077 F. Marilyn Blwd. Bldg. 5, Scottsdale, 85254 // 480-998-3154 // martzparsons.com FOUNDED 2013 AZ EMPLOYEES 52 PRINCIPAL Bob Parsons, owner HIGHEST-RANKING WOMAN Marianne Curran,

CRAMER-KRASSELT 1850 N. Central Ave., 18th Floor, Phoenix, 85004 // 602-417-0600 // c-k.com **FOUNDED 1981 AZ EMPLOYEES 49 PRINCIPAL** AND HIGHEST-RANKING WOMAN Kristin Bloomquist, executive vice president, general nanager, Phoenix

SITEWIRE 740 S. Mill Ave., Ste. 210, Tempe, 85281 // 480-731-4884 // sitewire.com FOUNDED 1999 AZ EMPLOYEES 48 PRINCIPAL AND HIGHEST-RANKING WOMAN Margie Traylor, CEO

OFF MADISON AVENUE 5555 E. Van Bu St., Suite 215, Phoenix, 85008 // 480-505-4500 // offmadisonave.com FOUNDED 1998 AZ EMPLOYEES 40 PRINCIPAL David Anderson, Mike Horne, Roger Hurnie, managing partners HIGHEST-RANKING WOMAN Lorraine Murrietta, vice president and chief financial officer; Carol Kilmas, vice president, director, public relations, social media and content marketing

ZION & ZION 432 S. Farmer Ave., Tempe, 85281 // 480-751-1007 // zionandzion.com FOUNDED 2003 AZ EMPLOYEES 32 PRINCIPAL Aric Zion, CEO HIGHEST-RANKING WOMAN DuGué Zion chief operating officer

BY SHARI

MICHELLE

SHEPHERD