



Culture ROLE MODELS®

CULTURE FIRST. EVERYTHING ELSE WILL FOLLOW



The award winning, Zion & Zion building

Along the sunny outskirts of Arizona State University's sprawling campus lies Zion & Zion — nationally renowned full-service marketing agency. An intersection "Where Business Meets Creative."

Zion & Zion has long been well-regarded in the advertising sector, recognized for deeply aligning themselves with their client's business models to aid in their clients' evolution and growth, staffed with not only the expected top-notch creative talent, but with people with MBA and PhD level training in marketing, strategy, and social psychology. Much of the agency's storied success can be attributed to their philosophy of "Our people are our strength."

The company has worked diligently to foster a workplace culture uncommon among modern agencies. Recognized as the **#1 Best Place to Work** by Phoenix Business Journal and hailed as a Career Builders Top Company to Work For in Arizona, employees are positively glowing about their career opportunities with Zion & Zion.

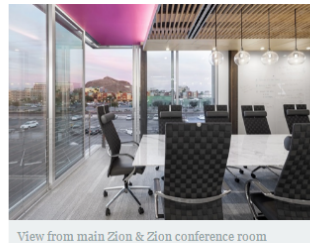
"Working at Zion & Zion is a one of a kind job," says Kristi Bielewicz, UX/IA Strategist. "I wake up every day excited to go to work, happy to see my co-workers, and eager to jump into my projects. Not many of many friends in the agency world seem to feel quite this way."

Emphasizing Individual Success

As a dominant full-service marketing agency, sustaining success starts at the level of the individual. Zion & Zion has made investing in ALL of its team members standard practice — a strategy that has paid significant dividends since its earliest adoption.

Emphasizing cross-department integration and day-to-day collaboration, Zion & Zion provides their valued team members the opportunity and resources to advance their professional skillset. Taking this concept even further, the agency, each year, routinely sends every employee to at least two national conferences in their field or a related field. And every team member returning from a conference presents the learnings from that conference to the entire agency. Specifically, what the team member feels Zion & Zion is doing well based on the conference; where Zion & Zion could improve; etc. Of particular note is that each time a team member presents, they need to make the presentation understandable and relevant to EVERYONE they are presenting to be that person from the social media team, the creative team, the web development team, the strategy team, etc. It's no small task, but it does result team members truly thinking about the agency as a whole.

The devotion to lifelong learning is undoubtedly a key element tied to Zion & Zion's success. Empowering employees to become thought leaders ensures the agency remains at the forefront of industry trends while maintaining the company's status as a beacon for businesses that require custom solutions to complex marketing issues that cannot be solved by "creative" alone.



View from main Zion & Zion conference room

T-Shaped Professionals: Developing Multi-Faceted Employees

While Zion & Zion's culture attracts top talent, it requires a special personality to keep up with the rigorous demands of this unique environment.



Aric Zion, CEO

CEO Aric Zion says, "As an agency, clients come to us for solutions. And while sometimes, the client may come in the door with problems that are addressable by a single functional expert, the reality is that their problems tend to be complex and require solutions that are multi-functional in nature."

Due to the complex nature of client issues, Zion has groomed his team to identify themselves as "T-Shaped people" — multi-faceted individuals capable of making meaningful and impactful contributions across all departments and adept at dovetailing their functional expertise with the functional expertise of others at the agency.

Team members take pride and ownership in creating truly strategic solutions for clients — solutions that so-called T-Shaped people, i.e. those with a singular area of expertise, simply can't provide.

Zion & Zion's culture ensures that no one is restricted to the immediate function of their job title. In stark contrast to other agencies, team members are encouraged to step outside the lines (there actually are no lines) and work closely alongside neighboring departments to create the best end product possible.

Taking a Cue from Navy SEALs

Ask the team behind Zion & Zion to describe their workplace culture and you'll hear frequent comparisons made to the Navy SEALs — what many consider to be the most disciplined branch of U.S. military.

This lofty comparison is far from misdirected — it carries significant implication within Zion & Zion's every day culture. *Extreme Ownership: How U.S. Navy SEALs Lead and Win*, a book by two former SEALs, Jocko Willink and Leif Babin, is not only required reading for the entire staff, but Zion & Zion engaged the authors to conduct leadership training for the organization based on principles of accountability and teamwork within high pressure environments.

In addition to the book's many imparted lessons, it has helped reinforce an even stronger sense of leadership and teamwork throughout Zion & Zion. Employees work together as a unit to overcome agency and client challenges, taking initiative wherever and whenever necessary and operating with efficiency and determination to accomplish key objectives.

Culture by Design

The modern design of the Zion & Zion building is striking — the building is a physical manifestation of the brand's profile as an intersection for business and creative forces. Venturing inside the bright space reveals how much of its design was influenced by the culture.



Downstairs of Zion & Zion office looking into 'The Arena' meeting space

The Zion & Zion building's design was based on architectural and interior design moves and a design language to facilitate a high degree of collaboration among its inhabitants. Traditional office elements that often subdue entire departments have been stripped away entirely. In the place of drab cubicles and closed-off conference rooms, you'll instead find natural open floor plans augmented with glass partitions that enhance collaborative energy. Literally every square foot of the entire 14,000 square foot building has been crafted to be accessible to everyone and to have both a practical purpose and an embodiment of the agency's brand and culture.

As Nicole Ellis, a Zion & Zion Online Marketing Manager, describes it, "Everyone in the agency is a part of a team, and almost everyone is the "leader" of a team, like the lead developer on a new website or a member of the online marketing team that's heading up a new client campaign launch. Absolutely everyone is both a leader and a follower, effortlessly shifting between roles with no apparent ego."

Work Hard, Play Hard: Keeping Spirits High

The company realizes that working hard and playing hard are equally important, and to this end, a portion of the office has been dedicated to providing staff with creative diversions.



Zion & Zion team members enjoying 'The Intersect' hybrid work-play area

Employees can often be found racking up at the pool table, playing shuffleboard, throwing darts, challenging high scores on the 135 in-house arcade games, or enjoying a frosty pint of beer from the office taps. The work/play integration ensures Zion & Zion maintains morale while providing team members a home away from home.

As part of that playful culture, the team regularly gets together to celebrate company events and milestones throughout the year. For instance, the

annual "CrabFest," now in its eighth year is a big deal at Zion & Zion. It's a celebration in which the agency flies in hundreds of stone crab claws overnight from Miami Beach for a fun filled day of eating, drinking, and an array of outdoor games in the courtyard of the Zion & Zion building.

Whether it's a company sponsored happy hour, a trip to Lake Pleasant, or a BBQ at the home of the Zion's, there's always something exciting around the corner that allows employees opportunities to bond and blow off a little steam.



Crabfest



Group shot from 8th annual CrabFest event

Where Business Meets Creative

Zion & Zion is setting a new standard for workplace culture. The emphasis on creating a flat organization without traditional managers creates an uncommon environment that stands head and shoulders above others, making them a role model to modern agencies and companies in general. In fact, organizations ranging from Phoenix Children's Hospital to Microsoft have looked to Zion & Zion's culture and the building's architecture for inspiration. Even visitors from Google have commented on how exceptional the space is.

In the words of Gretchen Spain, a recruiter, formerly with The Creative Group and now with TEEMA Solutions Group, "It's always a good day when I get the opportunity to work with Zion & Zion. As a recruiter, it's great to be able to share about the intimate culture, the challenging work, the benefits, and the amazing strides that the company is making. Nothing, however, is better than the feedback I get from the candidates I've already placed. They feel that Zion & Zion is home, and they love being surrounded by a family of like-minded individuals. They are proud of the work they do, and their enthusiasm about the culture is absolutely contagious."



Reception area looking into 'The Café'

Dana Johnson, a recruiter for Paladin describes Zion & Zion this way, "Great company culture is not built on its own. They [Zion & Zion] are continuously doing things that promote morale and show their appreciation for dedication and hard work. In turn, the company retains loyal employees that truly love what they do and where they work. Their flat organization is a unique structure on the agency side, however it promotes independence and empowerment in a world that dislikes being micromanaged."

In the world of Zion & Zion, "Where Business Meets Creative," great ideas are created by great people in the context of a great culture—every day.

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