## 15. Organizational Structure

Ensure the structure of the implementing organization(s) enables effective marketing and brand activities. Donors, stakeholders and influencers support the design and execution in line with the strategy.

### EXCELLENT ✓✓✓

There are specialized, resourced and staffed teams with responsibility and accountability in place to design and deliver on brand strategy; there is internal alignment to the brand at the highest levels of the organization with both internal and external (donor, government) stakeholders.

### GOOD ✓✓

The implementer has fulfilled two of the three criteria. For example, the implementer may have chosen more than one specific audience to serve, and may have clarity about the required behavior change for each audience, but does not have the resources to effectively reach each audience.

### AVERAGE/POOR ✓

Organizational structure not in place to support brand (may be outsourced by department that has other responsibilities). External stakeholders are not informed of brand strategy and intervene in inconsistent ways.

The standards of excellence in this section were developed based on the work of Jay Galbraith (STAR model) and our team's professional experience.

Unlike the other best practice areas, we did not score the projects in our case study series on governance. Doing so would have required an intimate understanding of the organizational structure, staff competencies, decision-making, and culture, which was beyond the scope of this project.

We did, however, describe what we found based on publicly available information, conversations with staff, and project documentation. These descriptions include innovative approaches, inspirational examples, and write ups of problems and potential barriers.

## 15. ORGANIZATIONAL STRUCTURE // 16. PROCESS & DECISION-MAKING // 17. PEOPLE & CAPACITY // 18. REWARDS & INCENTIVES

| ELEMENT | DESCRIPTION |
| --- | --- |
| **Organizational Structure** | The collaborative HCD process relied on multiple disciplines and organizations, seamlessly drawing on perspectives and talent in multiple organizations. This included adolescent developmental science, anthropology, public health, social marketing, meaningful youth engagement, and Ministry of Health personnel. |
| **Process & Decision-making** | Adaptive Implementation facilitated processes and decision-making. Adaptive Implementation aims to continuously focus on opportunities to improve efficiencies and effectiveness, and to increase programmatic impact. High performers among outreach workers or teams were studied to understand their success. The lessons learned were then applied to lower performers. Adaptive implementation is designed to be integrated into routine managerial decision-making processes so that it becomes second nature for the teams. The project benefited from a clear timeline to design, pilot, and scale. While the design stage was complicated, a disciplined and deliberate process brought clarity. The A360 team stated that the 'playbook' developed with this process allowed for more effective replication of successful practices. PSI as the overall project lead had final say, with a well-developed management structure that facilitated clear decision making. |
| **People & Capacity** | Early partnerships with IDEO and a strong grounding in HCD were complemented by a strong, dedicated design team already in place. The PSI team worked to bring along other key partners such as their media team, and national and local government. The design team, specifically girls, transitioned to supervisory and feedback roles to serve as custodians of the brand's truth. The project staff is encouraged to immerse themselves in the lives of the girls they serve. This is achieved through human-centered design as well as A360's adaptive implementation principles. |
| **Rewards & Incentives** | The project has a well-defined Theory of Change framework and metrics that push the teams toward scale and cost effectiveness. |

## 15. ORGANIZATIONAL STRUCTURE // 16. PROCESS & DECISION-MAKING // 17. PEOPLE & CAPACITY // 18. REWARDS & INCENTIVES

| ELEMENT | DESCRIPTION |
| --- | --- |
| **Organizational Structure** | "Go to your users" guidance that the Airbnb founders received from an early-stage advisor, is an often-repeated part of the corporate culture and influences organizational design. For example, the experience research team ("insights" team) members are imbedded into project teams. The researcher, engineer, data scientist, and product manager sit and work together, ensuring the audience perspective is present in decision making. Team members rotate projects every 18-24 months to facilitate knowledge dissemination and skill development. They also meet weekly to share projects and best practices across projects and participate in skill building workshop[1]. |
| **Process & Decision-making** | Like any company, Airbnb has important stakeholders, including company advisors and investors, who wield considerable influence. Nonetheless, it is ultimately the CEO who is the single, accountable decision-maker. For example, following the company's first major crisis, when a renter stole property and destroyed a host's home, the company did not act quickly; the founders balanced input from advisors and investors and issued carefully worded public statements. Chesky (the CEO) felt that the company was not behaving consistently with its values. Although stakeholders advised him to remain quiet on the subject, lest he implicate the company and bring further damage, Chesky posted a public apology. He acknowledged that the company should have acted faster and offered a $50,000 guarantee to cover property damage, available retroactively. As Chesky explained, "people were like, 'we have to discuss this, we need to do testing,' and I was like, 'No, we're doing this.'" In the end, it was Chesky's public apology and the company's actions to protect hosts (the $50,000 guarantee was later raised to $1M) that restored public confidence. |
| **People & Capacity** | While relatively inexperienced, the founders benefited from their design background (two co-founders graduated from RISD), and from expert counsel in the form of advisors, mentors, and the world-class leadership team they created. Advisors included: Reid Hoffman, co-founder and former Executive Chairman of LinkedIn; Doug Atkins, who served as Global Head of Community from 2012-2017 (Atkins is the best-selling author of The Culting of Brands); Chris LeHane, Head of Global Policy and Public Affairs (Lehane's prior experience includes serving as Press Secretary to Vice President Al Gore, Special Assistant Counsel to President Bill Clinton, and Counselor to Housing and Urban Development Secretary Andrew Cuomo). |
| **Rewards & Incentives** | Insufficient information. |

(1) Judd Antin of Airbnb, Donuts to Dollars Podcast, Jan 19, 2016; (2) Gallagher, Leigh, The Airbnb Story: How three ordinary guys disrupted an industry, made billions… and created plenty of controversy, 2017.

**15. ORGANIZATIONAL STRUCTURE // 16. PROCESS & DECISION-MAKING // 17. PEOPLE & CAPACITY // 18. REWARDS & INCENTIVES**

| ELEMENT | DESCRIPTION |
|---|---|
| **Organizational Structure** | Brand and communication responsibilities are split among multiple implementing organizations. Initially, communication funding was concentrated with one implementer. This shifted in 2014, with PEPFAR dividing funds for communication between multiple agencies: the former JHHESA (recently spun off to locally registered Center for Communication Impact) manages strategic communications such as the creatives, media, etc.; another organization manages community-level work; and the DoH manages the helpline and public services. As a result, B4L involvement with the helpline and community agents was limited to one training and provision of some B4L materials. |
| **Process & Decision-making** | Many decisions related to resources and priorities are made by the donor, PEPFAR, which has shifted priorities from demand side behavior change to delivery of clinical services and treatment This shift in priorities has resulted in limited motivation to invest in long term marketing efforts or brand building. There may be an opportunity to bring more marketing and communication expertise to decision-making. For example, the implementing organization has brought forward a number of ideas to drive brand passion and engagement; however, ideas that are designed to build the brand, but are not directly related to a health outcome, have not been supported. CCI did lead partner meetings among the implementing partners but the extent to which these meetings deepened understanding of the B4L brand is unknown. |
| **People & Capacity** | Over the years, decreasing interest in behavior change among donors has limited opportunities and budgets for capacity building. On the other hand, local creative agencies operating in South Africa are highly skilled, and B4L has worked with the same agency for the entire life of the brand. In terms of "employee engagement with the brand," the extent to which external partners were trained on B4L is not clear. B4L did evaluate the extent to which the training enabled staff and partners to do their job but there is no evidence of any evaluation of employee (implementing staff or partner) engagement with the brand itself. |
| **Rewards & Incentives** | There are multiple men's health brands. At one point, the DoH introduced an umbrella men's brand but did not sustain it. More recently, in partnership with the DoH, the CDC has created the Man Up brand to promote MMC and condom use after circumcision. There may be an opportunity to consolidate and strengthen existing programs. |

## 15. ORGANIZATIONAL STRUCTURE // 16. PROCESS & DECISION-MAKING // 17. PEOPLE & CAPACITY // 18. REWARDS & INCENTIVES

| ELEMENT | DESCRIPTION |
|---|---|
| **Organizational Structure** | The organizational structure, while complex, appears to have been effective. MSK was the lead implementer and responsible for enabling Future Fab's design and implementation in its designated 22 health centers and 124 AMUAs. Ideo.org provided technical support to strategy and design through HCD, as well as a marketing department housed at MSK, which helped to coordinate the implementation of FF in the clinics. The extent to which the MSK marketing team was involved in the routine program decision making is unclear. |
| **Process & Decision-making** | **Processes and decision making seemed to have been split between the HCD team and MSK** Implementing through an HCD process is unique in that design and implementation happen concurrently and are always being reviewed and adjusted. Ideo.org led the program design process and collaborated with MSK to implement Future Fab in the selected clinics.<br><br>**There appears to be an opportunity for greater flexibility related to donor funding cycles** Despite the positive results, at the end of the donor funding cycle, another donor was not secured in time to sustain the program.<br><br>**Government support enabled Future Fab's results** The Kenyan Ministry of Health was very involved in Future Fab in all phases of design. In 2016, Kenya enacted a new policy for adolescent sexual and reproductive health. This ensured Future Fab had the necessary legal protections and political will to succeed. There was some opposition in pockets from local government and local community/opinion leaders. In these instances, the Kenya Ministry of Health stepped in to defend MSK's work |
| **People & Capacity** | Marketing capacity included technical support from Ideo.org, MSI headquarters, and local MSK staff.<br>All clinic staff (including support staff) had training in values, soft skills, legal, and youth friendly services, as well as an orientation to the Future Fab brand and its vision. Youth mobilizers and Community Health Volunteers, while not staff, were trained on the brand, how to use the job aids and on how to debunk myths about ASRH. |
| **Rewards & Incentives** | Insufficient information. |

## 15. ORGANIZATIONAL STRUCTURE // 16. PROCESS & DECISION-MAKING // 17. PEOPLE & CAPACITY // 18. REWARDS & INCENTIVES

| ELEMENT | DESCRIPTION |
|---|---|
| **Organizational Structure** | Mankind is a very flat organization. Most employees work in the field; there are very few managers or executives at headquarters. This helps to manage costs (as explained by Chairman Ramesh Juneja, "We keep our drug prices low because we don't have highly-paid managers…[1]") and ensures executives are involved in the details. Mankind continues to be family-run, led by brothers Ramesh C. Juneja (Chairman) and Rajeev Juneja (CEO), with family members in four out of six executive roles. In the words of an executive at a competitor company, "They tend to bring a lot of family into the business in operational roles. They are trying to acquire talent but need to professionalize and create more management bandwidth.[2]" Executives have all worked in field sales roles; they understand the day to day reality for the largest employee group. |
| **Process & Decision-making** | Insufficient information |
| **People & Capacity** | Mankind has marketing leadership focus on creating an engaged workforce at the executive level. Two out of the six Mankind executives are marketing experts. According to the executive profiles on Mankind.com, it is CEO Rajev Juneja's "insight into every aspect of marketing" that "gives Mankind its competitive advantage.[3]" CEO Rajev Juneja described his three principles for success in a recent talk on entrepreneurship: (1) heart-work (this Is described as hard work that comes from the heart, "you cannot be successful if you are not excited about your work"); (2) cohesive management and transparency, ("you cannot be successful if transparency is not there"); (3) willingness to learn, ("today's best will become tomorrow's old, so you must be willing to learn[4]"). Attrition at the medical representative and managerial level is between 10-15%, compared with an average of 30-40%[5]. |
| **Rewards & Incentives** | The incentive program – for staff, retailers, and physicians – is generous and is designed to drive sales and mitigate attrition among field staff. Field staff receive an incentive the first month of employment, regardless of whether they have achieved their sales criteria for that month. This is intended to motivate them to work hard to maintain the incentive beyond the first few months of employment. Mankind gives more margins to retailers and hospitals compared to the industry average – and they also provide bonus offers for achieving sales thresholds. Whereas many companies offer gifts to physicians, Mankind differentiates itself by asking doctors what gifts they would like. The company believes this helps doctors to better remember – and be more likely to prescribe – pharmaceuticals from Mankind. |

1) Hussain, Shabana, "Mankind Pharma: Formulating Strategy To Enter The Big League," Forbes India, May 8, 2014; 2) Bhalla, Mohit, "The Story of the Juneja Siblings, the biggest disruptors in India's pharma space," The Economic Times of India, Apr 2018; 3) Mankind.com/company/management; 4) "Stories of Successful Entrepreneur" Indian Pharmaceutical Congress, Feb 11, 2019 5) Dixit, Neeraj, Sharma, V.., "Mankind Pharma LTD.: Reinventing the Growth Strategies," Case Centre, 2017.

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| ELEMENT | DESCRIPTION |
| --- | --- |
| **Organizational Structure** | The MTN governance structure includes a group board, executive committee, and leadership committee for each of the 5 MTN-owned business units.  Business units are in two priority countries (South Africa, Nigeria) and three regions (SEAGHA (Ghana, Uganda, Rwanda, etc.), WECA (Cameroon, Ivory Coast, Benin, etc.) and MENA (Syria, Yemen, Sudan, etc.)).[1] |
| **Process & Decision-making** | Insufficient Information |
| **People & Capacity** | MTN is a best-in-class example of a company that inspires employee engagement, invests in employee development, and manages brand and marketing decisions at the highest levels of the organization.<br><br>Employee engagement: with the belief that the best customer experience can only be delivered through the best employee experience, MTN created the "EX Strategy" (employee experience strategy) with three focus areas: performance management with care and empathy; experiential onboarding for new employees; and agile learning.[2]<br><br>Employee development: In 2018 MTN spent 270M Rand (~18M USD) on employee training (~$1K / employee).<br><br>Brand and Marketing decision-making: Responsibility for achieving "best customer experience" (measured by NPS and brand health index1) rests with the chief operating officer as well as the CEO of each geographic business unit. A Chief Marketing Officer is on the leadership team of each geographic business unit, providing oversight for marketing strategy and execution. |
| **Rewards & Incentives** | As outlined in the company's 2018 Annual Report, The BRIGHT operational strategy ("the compass for all employees") outlines MTN's priorities, KPIs, and the specific executives accountable for each element. Executive compensation is tied to the KPIs for which they have responsibility. The strategy includes six pillars (Best Customer Experience, Returns and Efficiency, Ignite Commercial Performance, Growth through Data and Digital, Hearts and Minds, Technology Excellence)[3]. |

1) MTN Group Integrated Report for the year ended Dec 31, 2018; MTN Leadership; 2) From employee experience to human experience, Global Human Capital Trends, Deloitte, April 11, 2019; 3) MTN Group Integrated Report for the year ended Dec 31, 2018

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| ELEMENT | DESCRIPTION |
|---|---|
| **Organizational Structure** | MTV Shuga is a project of the MTV Staying Alive Foundation. The MTV Staying Alive Foundation is a registered UK charity with a small team in the UK responsible for fundraising and project management, and a board comprised from a wide variety of sectors. The Foundation has been active for over 20 years with support from donors and partner organizations. The MTV Shuga team consists of 7 additional fulltime staff whose roles range from research/content development to marketing and partnerships. Each season, the MTV Shuga team hires a production crew and actors from the region in which they are working. While the show has a "partnership" with the MTV brand, they do not receive any funding from MTV, but rather rely on external donors. |
| **Process & Decision-making** | Insufficient Information. |
| **People & Capacity** | MTV Shuga benefits from a combination of strength and continuity of its executive leadership and local talent. Georgia Arnold has been the Executive Director of the MTV Staying Alive Foundation since its launch in 1998. She also serves as the Executive Producer of MTV Shuga and has been credited with the long-term success of the foundation and the show. The production crew for the show itself relies on local talent, with directors, crew, and cast members recruited in each location. Since Season 2, the show has used open casting calls to find local actors that make the show feel more authentic. Open roles are advertised on tv and radio and the top finalists are voted on by the audience to select the winner. The opportunity to act on MTV Shuga has launched a successful career for many of the actors on the show, including Academy Award-winning Lupita Nyong'o who starred in the first two seasons of MTV Shuga. There is very little information available online about the benefits or potential challenges of recruiting a new production crew and cast each season, but many critics of the show have said that the use of local talent has been a critical strategy for engaging with the target audience. |
| **Rewards & Incentives** | Insufficient Information. |

## 15. ORGANIZATIONAL STRUCTURE // 16. PROCESS & DECISION-MAKING // 17. PEOPLE & CAPACITY // 18. REWARDS & INCENTIVES

| ELEMENT | DESCRIPTION |
| --- | --- |
| **Organizational Structure** | The project is implemented by a consortium, with Johns Hopkins University/Center for Communication Programs (JHU/CCP) having overall responsibility for the GIT brand and related communications. Other partners include: John Snow International (JSI), responsible for commodities and supply chain; Association for Reproductive and Family Health, Nigeria (ARFH), responsible for provider training and systems strengthening; and Center for Communication Programs, Nigeria (CCPN), responsible for behavior change communication. All partners identify as part of NURHI to foster a unified approach. |
| **Process & Decision-making** | The entire project was informed by a year of discovery, which created a strong foundation to facilitate processes and decision-making. This discovery year enabled the team to understand the audience and market, develop a measurement framework, and build strong working relationships prior to implementation. From this foundation, the consortium developed a clear process to enable program consistency across states and to streamline lines of authority within the team and among stakeholders. The project meets as a group on a biweekly basis with JHU's backstopping team to discuss progress and technical direction. |
| **People & Capacity** | Despite the active media market and robust creative infrastructure in Nigeria (e.g., Nollywood), marketing and creative capacity around family planning (a controversial topic in Nigeria) were lacking in the market and among the chosen creative agency team. The implementing team, led by SBCC experts with perhaps less marketing expertise than would be ideal, took an active role in developing creative materials and coaching the creative agency. GIT did train select providers from high volume sites in the GIT brand and on improved counseling techniques. Advisors with more traditional marketing backgrounds were not involved in strategy and measurement. This resulted in long, complicated creative briefs, and limited standard brand measures (e.g., message quality, employee engagement, marketing and message quality). The overall strategy was designed to be long-running with focused priorities and sufficient support for routine monitoring and iteration, and this was seemingly supported by donors and key stakeholders. |
| **Rewards & Incentives** | The entire NURHI project and subsequently GIT were structured to achieve the same behavioral objective (increase FP use). As a result, all partners' roles and timelines (communication, service provision, commodities) appeared to be aligned to achieve that goal and increase uptake of FP services among the target population. This kind of alignment – difficult in a project with so many moving parts – is critical. |

## 15. ORGANIZATIONAL STRUCTURE // 16. PROCESS & DECISION-MAKING // 17. PEOPLE & CAPACITY // 18. REWARDS & INCENTIVES

| ELEMENT | DESCRIPTION |
| --- | --- |
| **Organizational Structure** | Many pundits attribute Obama's election success to the nimble and effective team that operated his campaign. A particularly novel and important facet was the structure and organization of the media team. The team reported directly to the campaign manager; its leadership was involved in top-level planning and decision-making, which allowed for better media integration and more responsive decision-making than if the team had been separated. Also, while the media team was a separate entity, it was integrated directly into other departments. In the office, work desks were strategically placed to integrate media and technology into various aspects of the campaign such as grassroots/field team and research. |
| **Process & Decision-making** | While Obama held frequent meetings with his trusted "inner cabinet," he was also willing to listen to and incorporate feedback and ideas from a wide circle of advisors and his grassroots "army" of volunteers. The balance between the inner circle and listening to a wider audience allowed the campaign to be nimble when making decisions about important matters but to simultaneously have direct access to the "pulse" of the broader public. |
| **People & Capacity** | The 2008 Obama campaign hired highly qualified people for its leadership team, who had an innovative vision for how the campaign should be run. For example, David Plouffe, the campaign manager, had successfully run several re-election campaigns in Iowa and elsewhere and was known as a humble and hardworking strategist with an innovative vision. David Axelrod had been supporting democratic campaigns since the 1980s, including Bill Clinton's. He had known Obama for several years and had repeatedly tried to convince Obama to run for office. Chris Hughes was a Facebook prodigy who had never intended to create a social movement within the election. However, his vision for creating an online community is arguably one of the greatest accomplishments of the campaign. Finally, Michelle Obama was an integral part of the team advising Barack. She is credited with being the decider on the winning slogan, "Yes, We Can." |
| **Rewards & Incentives** | Insufficient Information. |

## 15. ORGANIZATIONAL STRUCTURE // 16. PROCESS & DECISION-MAKING // 17. PEOPLE & CAPACITY // 18. REWARDS & INCENTIVES

| ELEMENT | DESCRIPTION |
|---|---|
| **Organizational Structure** | Insufficient Information |
| **Process & Decision-making** | CHAI brought a staged approach to program implementation, focusing first on supply and advocacy issues, and only initiated demand creation activities after availability in targeted outlets was achieved. |
| **People & Capacity** | Insufficient information |
| **Rewards & Incentives** | Insufficient information |

## 15. ORGANIZATIONAL STRUCTURE // 16. PROCESS & DECISION-MAKING // 17. PEOPLE & CAPACITY // 18. REWARDS & INCENTIVES

| ELEMENT | DESCRIPTION |
|---|---|
| **Organizational Structure** | Well Told Story is a media, consulting, and strategic communications firm that receives funding from a number of public and private organizations. The team is led by the founder and CEO, Rob Burnet, who reports to an active Board of Directors. Functional teams include: the knowledge and learning team, responsible for research, audience understanding, and communication strategy; the production team, responsible for developing and producing content; the digital team, responsible for promoting, managing, and encouraging social media and SMS conversations; the distribution and networks team, responsible for disseminating Shujaaz content; the information technology team, which develops software and applications; and the finance and operations team. |
| **Process & Decision-making** | Each campaign is informed by rigorous research and audience understanding, what Well Told Story refers to as "ground truth."  This process includes a variety of qualitative research approaches (diaries, role plays, etc.) with the audience (youth) as well as those who influence them (parents, authority figures, etc.). From this foundation, the team collaborates to build stories, with multiple rounds of message testing throughout the process. |
| **People & Capacity** | Well Told Story has strong expertise in media and edutainment. Rob Burnet had previously worked on an edutainment program, where he learned the trade and developed connections in the industry and with future employees. Well Told Story has won several awards, including 2 Emmys, which likely enables the organization to hire the best and brightest. Based on Well Told Story's online content (website, videos), employees seem to be highly passionate and engaged with the overall vision and opportunity to make an important difference in the lives of Kenyan youth. Watch the "We are Shujaaz" video to hear how Shujaaz employees describe their work. |
| **Rewards & Incentives** | Insufficient Information. |

**15. ORGANIZATIONAL STRUCTURE // 16. PROCESS & DECISION-MAKING // 17. PEOPLE & CAPACITY // 18. REWARDS & INCENTIVES**

| ELEMENT | DESCRIPTION |
| --- | --- |
| **Organizational Structure** | The Trust brand is overseen by a 'commercial lead' that brings extensive experience in the private sector. A brand manager for Trust reports into a Senior Marketing Manager; the Commercial / Social Marketing Director leads development and oversees execution of the strategy. The organization typically hires from, and competes with, the best that the private sector has to offer in marketing talent. MoH structures, policies, and people advise and input on communication development. |
| **Process & Decision-making** | PS Kenya draws on PSI's well-defined market planning process 'Keystone' to drive strategy. Keystone factors broader market and socio-cultural issues into a deliberate process that is supported by tools and guidance, marrying a focus on consumer and social behavior change with market development. This is underpinned by the rigorous application of commercial marketing principles and public health expertise. Keystone is also designed to bring along stakeholders, including the HIV community, to co-create and participate in decisions. This is especially important for condom programming, where controversy often follows the release of any new campaign. In the past, PS Kenya has drawn on allies and government partners to defend condom advertisements that were deemed as 'immoral' or corrupting to youth. |
| **People & Capacity** | PS Kenya boasts a talented and engaged workforce, resulting from strong training, partnerships with media and research organizations, and strong internal programs, such as the employee value proposition. PS Kenya employees can tap into agency partnerships: many media agencies and research organizations locate their regional hubs in Nairobi. Collectively, these partnerships established Trust as one of the best-known brands in Kenya. The Employee Value Proposition aims to retain the country's best talent. The proposition is "an array of elements PS Kenya delivers to its Employees in return for the contributions they make. It is everything that matters to the employees about their work and PS Kenya and the things they brag about at their neighborhood…." PS Kenya has also invested heavily – thanks to donor support - in building government capacity. |
| **Rewards & Incentives** | Teams are directly incentivized (through salary and bonuses) based on achieving strategic targets surrounding brand performance, including volume and market share growth. The organization is focused on impact – PS Kenya's mission includes a focus to "measurably improve the health of Kenyans." A core value is "results focused." Key impact indicators such as sales, market penetration, and marketing activities, are assessed on a monthly basis, with quarterly deep dives. In the past, PS Kenya has shared credit with partner government agencies for national and global awards for specific campaigns. |

## 15. ORGANIZATIONAL STRUCTURE // 16. PROCESS & DECISION-MAKING // 17. PEOPLE & CAPACITY // 18. REWARDS & INCENTIVES

| ELEMENT | DESCRIPTION |
| --- | --- |
| **Organizational Structure** | The Truth Initiative executive positions, which presumably represent the organizational functions and structure, include: Operations, Marketing and Strategy, Community and Youth Engagement, Communications, Human Resources and Administration, Finance and Investments, General Counsel, Research, Innovation, Information Technology, and Marketing and Media Investments. The organization includes 120 team members (per the 2015 annual report). Oversight is provided by an independent board of directors. |
| **Process & Decision-making** | Insufficient Information. |
| **People & Capacity** | Truth Initiative leadership is made up of executives with deep functional expertise. At the helm is CEO Robin Koval, a former advertising agency executive (Kaplan was co-founder and CEO of the Kaplan Thaler Group and later became the CEO of Publicis Kaplan Thaler) and NYT best-selling author. Other executives also bring deep marketing expertise to the organization, including the CMO (a previous ad agency executive), the SVP of marketing and media buying (20 years of marketing expertise, including an impressive 10 years at Truth), and Communications (award winning communications leader who previously served as chief communications officer at the Kaplan Thaler Group).<br><br>A multidisciplinary team set out to understand the Generation Z audience, ultimately leading to the development of the highly successful FinishIt campaign. The team consisted of social scientists; marketing, communication, media professionals; media planners; and tobacco control practitioners. |
| **Rewards & Incentives** | Limited publicly available data. Culturally, the organization is guided by the core values of courage, curiosity, collaboration, and commitment |