



HIGH PERFORMANCE

CULTURE GUIDE

WELCOME TO TARGET

We're excited to announce the latest iteration of our High Performance Culture Guide. An internal handbook that brings our core principles and day-to-day culture to the forefront.

Here at Target, we are in the process of scaling up our performance marketing agency to add more than 10 new faces over the next two years.

With new talent coming into our culture, it's critically important that our principles, ethos and vision remain intact. With this in mind, we've created our High Performance Guide, which acts as an expression of our brand, a guide for our way of thinking and a tool for onboarding new people and partners.

It includes details of the components for driving growth at speed, in the digital transformation era.

This includes everything from growth mindset and advice for improving mental well-being; through to our values, the seven habits of highly effective people model and our decision-making principles.

For a bit of fun, our team has also shared their favourite walking routes and local coffee shops at the back of this guide - ideal if you're new to the area, or simply looking for a couple of hidden gems on your lunch break.

LET'S GO...

WHY TARGET EXISTS

Target's purpose is to help create positive change and enduring opportunity in the UK through economic growth.

We do this by partnering with high-potential brands to help them scale more predictably, more profitably and in style using paid search, paid social and SEO.

We combine the best minds in performance marketing with insightful analysts and impactful creatives to deliver commercial results that are reconcilable against the P&L, empowering both brand and agency to measure business growth in a very specific way.

Ultimately, this creates employment opportunities, shareholder value and grows local and national economies.



01

VISION

An ecosystem where any business with compelling products and people can scale profitably by realising the full potential of the Internet.

02

MISSION

To help impatient, high potential businesses to achieve more predictable and profitable growth that is clearly reconcilable against the P&L. We are doing this by building a process-driven, data-led agency that attracts, excites and retains exceptional people in Cornwall & London.



**“AN AGENCY FUELLED BY GROWTH AND
BUILT FOR PEOPLE TO GET OUT WHAT
THEY PUT IN”**

JOSH FLETCHER
Founder & Head of Growth

OUR VALUES

The following five values are Target's fundamental beliefs. They act as a guide for how we function as a team. They also influence who we choose to do business with and hire.

01

ACCOUNTABILITY

Take responsibility for demonstrating the Target values, principles and culture daily. We trust you to take ownership of your KPIs and to always do right by our partners and your colleagues.

We drive accountability through goal setting and quarterly performance reviews

02

COMMERCIALISM

Commercial acumen is held in high regard by our partners.

We encourage you to book training with your line manager to learn how to read a profit and loss account (P&L), and to develop a thorough understanding of eCommerce marketing language, such as customer lifetime value (LTV), customer acquisition cost (CAC) and cost per repeat order (CPRO)

03

GROWTH

Growth is the lifeblood of everything that we do. We seek out partners that have an insatiable appetite for commercial growth.

As a valued member of our team, we want you to be in a continuous state of growth too. By operating outside of your comfort zone, continuously learning and developing your skill set, ensuring that you stay ahead of the curve.

05

CREATIVITY

Creativity is vital in performance marketing, and we're not just talking about design.

Creative thinking, as a skill, enables you to find solutions to hard problems. It allows you to see things from multiple perspectives. It helps you to be imaginative, innovative and deliver big ideas.

04

INTELLIGENCE



Creativity and the effective use of data is what sets us apart from a sea of 'me too', vanilla agencies. But it takes human intelligence to dream up big ideas and scientifically interpret data to convert it into wisdom.

We encourage you to flex your intelligence by thinking independently, forming your own opinions, solving problems and making good decisions.



OUR PRINCIPLES

Our principles are a set of behaviours and expectations that are derived from our values. We use these to guide our decision making and day-to-day operations.

01

**CONTINUOUS LEARNING
& GROWTH**

03

**Prioritise &
Execute**

02

**CREATE GOOD
HABITS & ROUTINES**

04

**SET BIG
HAIRY GOALS**

05

IMPECCABLE STANDARDS

06

*RADICAL
HONESTY*

07

**MAKE A
COMMERCIAL
IMPACT**

08

THINK AHEAD
OF THE CURVE

09

SHARE PROBLEMS,
INSIGHTS & FEEDBACK

10

**Work hard
& prepare for
meetings**

MANIFESTING HIGH PERFORMANCE CULTURE

GROWTH MINDSET

A growth mindset is the key to success. It requires resilience, learning from mistakes, getting comfortable with being uncomfortable and embracing challenges.

Challenge yourself to develop a growth mindset and you will be amazed at what you will achieve in the coming years.

	FIXED MINDSET	GROWTH MINDSET
CHALLENGES	✗ Avoid challenges	✓ Embrace challenges
OBSTACLES	✗ Give up easily	✓ Persist in the face of setbacks
EFFORT	✗ See effort as fruitless or worse	✓ See effort as a path to mastery
CRITICISM	✗ Ignore useful negative feedback	✓ Learn from criticism
SUCCESS OF OTHERS	✗ Feel threatened by the success of others	✓ Find lessons and inspiration in the success of others

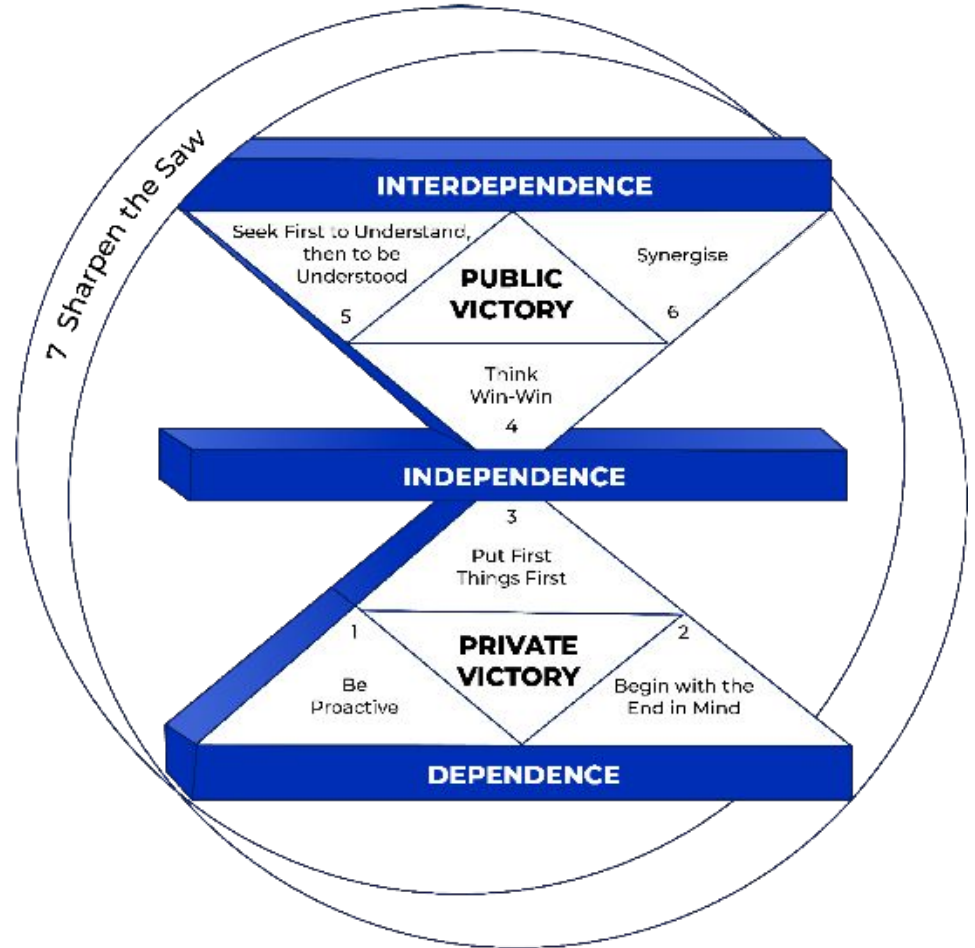
7 HABITS OF HIGHLY EFFECTIVE PEOPLE

'The 7 Habits of Highly Effective People' is a self-development book by Stephen Covey that we highly recommend.

Covey believes that success encompasses a balance of personal and professional effectiveness underpinned by 7 habits. These habits integrate perfectly with Target culture.

In order to adopt Covey's habits, he suggests that we must first change our perception and interpretation of how the world works (a paradigm shift) - as we currently see the world, not 'as it is', but 'as we are conditioned' to "see" it.

Covey encourages us to operate in an emotionally intelligent manner and seek only to control the controllables: *"Between what happens to you and your response to it, is your freedom to choose that response."*



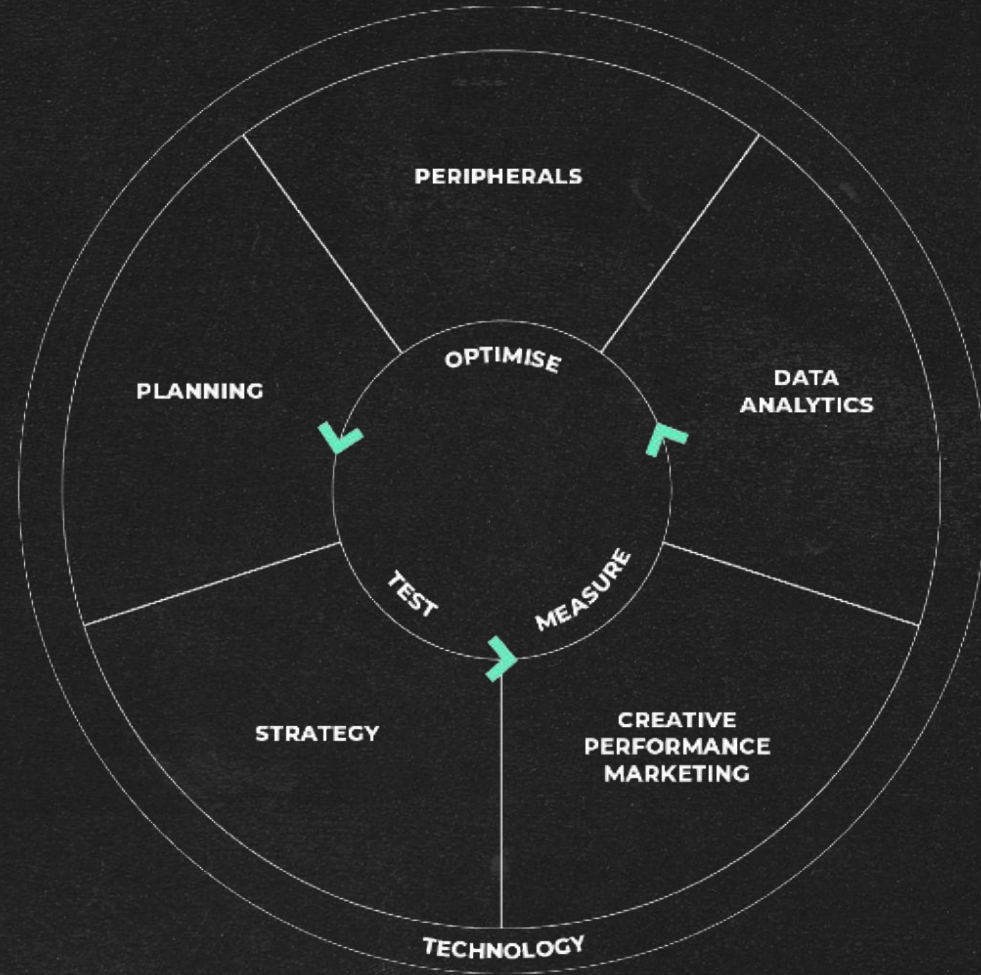
FRAMEWORKS FOR PARTNER GROWTH

IF IT CAN'T BE MEASURED, IT CAN'T BE MANAGED

We embrace a test, measure and optimise mantra - not only across performance channels, but with everything that we do.

New creatives going live on paid social? You can bet we'll be testing multiple variations and measuring the Thumb Stop Rate (TSR), Hold Rate & Click Through Rate (CTR).

A new eCommerce partner? Damn right we'll be creating a dashboard to measure our impact on driving down Customer Acquisition Cost (CAC) and improvements on Lifetime Value (LTV) and Return on Ad Spend (ROAS).



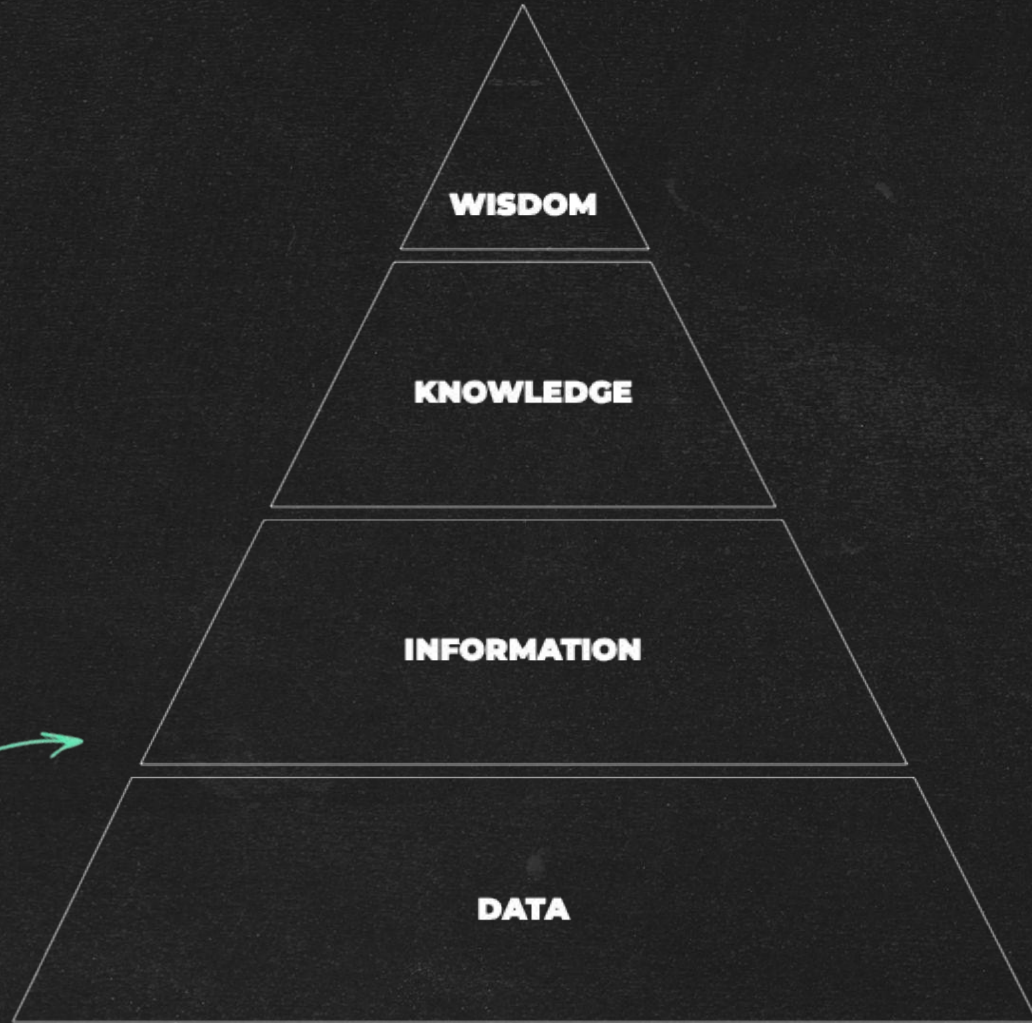
DATA IS ONLY AS VALUABLE AS THE DECISIONS IT ENABLES

Target is massive on measurement, but we also believe that data needs to be enriched with meaning and context by converting it into actionable insights. This empowers better decision-making for our partners.

This concept is best visualised using the DIKW Pyramid, which represents the relationships between data, information, knowledge and wisdom.

Each building block is a step towards a higher level - first comes data, next is information, then knowledge and finally comes wisdom.

*EACH STEP ANSWERS **DIFFERENT QUESTIONS**
ABOUT THE INITIAL DATA AND **ADDS VALUE** TO
IT.*



PRIORITISING HEALTH & MENTAL WELL-BEING

Longevity is key. Optimising your health, happiness and mental well-being should be your number one priority.

There's no silver bullet and secret sauce here. People are built differently and what works for one person, may not necessarily work for you. It's about experimenting and finding the best ways for you to decompress, recharge and motivate yourself.

Here are some tools for health and well-being that members of the Target team enjoy, as a thought-starter:

EXERCISE

Aerobic activity may help bump up the production of your brain's feel-good neurotransmitters, called endorphins. [mentalhealth.org.uk](https://www.mentalhealth.org.uk) states that *"studies show that there is approximately a 20% to 30% lower risk of depression and dementia for adults participating in daily physical activity."*

JOURNALLING

Writing positive affirmations and intentions in a daily gratitude journal can help people to feel more positive emotions, relish good experiences, and improve their mental clarity. We like The **5 Minute Journal**, Target gifts a copy to each new team member as part of the welcome pack.

COLD WATER THERAPY

It is reported to improve circulation and boost white blood cell count because the body is forced to react to changing conditions. Over time, your body becomes better at activating its defences.

You can learn more about this practice online through

The Wim Hof Method.

WORK-LIFE BALANCE

We encourage flexible working. Want to start early, so that you can leave an hour early on Friday for the weekend? No problem. Need to work from home last minute because the kids are unwell? It's fine by us. Just make sure that you communicate clearly and directly with your line manager.



MINDFULNESS

Mindfulness is a way of paying attention to the present moment, using techniques like meditation and breathing. It helps us become more aware of our thoughts and feelings, so that instead of being overwhelmed by them, we're better equipped to manage them. **Headspace** is a free app that offers guided meditations - we love it.

TALKING

Everything that you share with your line manager regarding your professional or personal challenges will remain confidential. Whenever you feel ready to talk: choose the method of communication that feels right for you, pick a time and place that feels comfortable and know that it's okay not to be okay. If you would prefer to speak to somebody externally, we totally understand.

The Samaritans are there to listen and help, 24/7, 365 days a year. You can call them for free from any phone on 116 123

INTERNAL BEST PRACTICES

01



NO BRIEF, NO BUDGET, NO CONTRACT? NO DEAL.

Our new business team seeks out high potential brands that value accountability in the same way that we do. To us, accountability is a two-way street. We only work with brands and people that are committed to providing a written brief, with clear KPIs and a realistic budget.

02



CHALLENGE THE BRIEF WHEN YOU BELIEVE THERE'S A BETTER WAY

If you believe that there are better solutions to our partners' problems, you should always professionally challenge the brief, and validate your point with data and research.

03



DON'T BE NEGATIVE

We are realistic optimists and we believe that the future will be better than the past. Somedays you may not get the feedback that you were hoping for. Don't take it personally and maintain integrity. It's how we bounce back that counts.

04



MANAGE YOUR TIME EFFECTIVELY

Meetings occasionally become excessive, repetitive and drawn out. Keep meetings as short as possible. If it becomes obvious that you aren't adding value to internal meetings you are welcome to politely leave or drop off a call.

It is also important that you record your time in the project management system, this will help you audit your time and it helps your colleagues to monitor progress.

05



COMMUNICATE DIRECTLY AND OFTEN

Communication should travel via the shortest path necessary. At Target, we prefer clear and actionable information without any fluff, ambiguity or misinterpretation.

06



TAKE RESPONSIBILITY FOR YOUR WELL-BEING

Physical and mental well-being is key to driving high performance and longevity. If you are struggling, be proactive and go for a short walk, get some sea air or engage in some mindfulness - you don't need permission to do this. Even better, please talk to your line manager in total confidence - a problem shared is a problem halved.

07



GENERAL HOUSEKEEPING

Please do your dishes if you are eating and drinking in the office. Take the bin out when it is full. Whip the Hoover around on a Friday, and please take your lunch boxes and containers home at the end of the day. It makes for a more clean and comfortable working environment for us all.

08



BE CONSISTENT WITH FILE STORAGE

File etiquette makes us more efficient. We store all documents and files on the Target Google Drive, please ensure files stored in the relevant folder and that they are named using the following format: 'Client Name/Brand - Description - Month Year'. For example: 'Target - High Performance Culture Guide v3 - Jan 2023'.

TEAM MEETINGS

As part of Target's new agile approach to working, we have introduced scrum tactics including a daily kick-off meeting. This is a 10 minute stand up meeting [or Google Meet if WFH] at 09:00 every day.

We use this time to set outcomes for the day ahead, review urgent deadlines, raise any concerns and resolve any potential blockers.

WHO

Everyone

WHAT

Daily kick off meeting

WHEN

09.00 (Mon-Fri)

Departmental

Pod meetings

09.30 (Mon)

AM

At 15:00 on Fridays we close out the week by celebrating the wins and reviewing the week's challenges together for 10 minutes.

We benchmark our progress against the various outputs that were agreed earlier in the week, as well as looking ahead to next week.

WHO

Everyone

WHAT

Weekly wrap up meeting

WHEN

15.00 (Fri)

P M



LOCAL HOTSPOTS

01

THE ARTIST RESIDENCE

Open from 07:30 until late for meeting, eating, drinking and merrymaking. We recommend the Smashed Avo for breakfast and the Beer Can Chicken for lunch.

20 Chapel Street

artistresidence.co.uk

02

ARCHIE BROWNS

Open from 07:30 until late for meeting, eating, drinking and merrymaking. We recommend the Smashed Avo for breakfast and the Beer Can Chicken for lunch.

20 Chapel Street

artistresidence.co.uk

03

POCKETFUL OF STONES

Our favourite Cornish Gin Distillery & Bar, situated less than 100m from the office. Shaun and his team offer a brilliant tasting session of their full range - a steal at only £15 per person.

13 Causewayhead, Penzance

TR18 2SN

pocketfulofstones.co.uk

04

THE CORNISH HEN

A tiny deli with a big heart in the middle of Penzance. They serve the best coffees and patisseries in town, but don't just take our word for it.

27 Market Place

thecornishhen.co.uk

05

THE TURKS HEAD

The Turks Head is the oldest pub in Penzance. Reputed to date from 1233 when, during the crusades, the Turks invaded Penzance. The ales and main menu are both good, but it is the unique atmosphere and intrigue that makes it. You can find The Turk's directly opposite The Artist Residence.

49 Chapel Street

06

BATTERY ROCKS

A rocky headland hidden behind the Jubilee Pool with views stretching across the Promenade across to Newlyn. Groups of cold water swimmers meet here each morning throughout all weather and seasons.

Battery Road, Penzance TR18

4FF

07

45 QUEEN STREET

Hidden on in the ramshackle side streets off Chapel Street. 45 Queen Street is an old industrial warehouse converted into a quirky gin bar by the team at Tinkture. They make a mean Negroni.

45 Queen Street (access via Chapel Street)

wearetinkture.com

08

TOTTI

Unquestionably the best neapolitan wood fired pizza in Penzance. Phone through your order and pick up a fresh Margherita on the way home. You won't regret it.

41 Market Jew Street

totti.uk

09

THE PROMENADE

Penzance's Victorian promenade has just undergone a multi-million pound renovation, and it's stunning. The walk across The Prom across to Newlyn is flat, offers breath-taking views and only takes 30 minutes - an ideal lunchtime stroll.

South West Coast Path

TALKTOTARGET.CO.UK