

Creative Studio 2026/27

Roadmap



VISION

Creative Studio exists to make creative execution a competitive advantage for Eskimi - not occasionally, but consistently.

We are building a Creative Studio known for:

- Creative innovation
- Operational excellence
- Technical expertise
- Commercial impact
- Exceptional client experience

- Trusted for how it delivers
- Valued for what it enables

A Studio that is **trusted for how it delivers** and **valued for what it enables**. **Sales teams that win more. Clients that keep coming back. Campaigns that perform.**

▣ WHERE WE ARE GOING

We are building a Creative Studio that people can count on:

WHO	WHAT THEY CAN EXPECT
Our clients	Creative that performs
Our sales teams	Ideas and expertise that help them win
Our creative team	Clarity, growth and work that matters

▣ HOW CREATIVE STUDIO WILL BE KNOWN

💰 Systemised creative innovation

- Innovation that continuously pushes what programmatic advertising can be

🔧 Technical expertise

- The ability to turn complex briefs into effective, campaign-ready executions

⚙️ Operational excellence

- Reliable, predictable delivery that does not depend on individual heroics

📊 Commercial impact

- A clear connection between creative decisions and business outcomes

👤 Exceptional client experience

- A working experience that makes delivering creative through Eskimi feel effortless

▣ THE FOUNDATIONS BENEATH THE VISION

Everything we want to achieve depends on three foundations:

FOUNDATION	WHAT IT MEANS
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Stability	A team and operating system strong enough to absorb pressure without breaking
Scalability	Processes and infrastructure that grow with demand rather than working against it
Predictability	Stakeholders know what to expect and consistently receive it

These foundations allow strong creative work to happen repeatedly, reliably and at scale.

AN HONEST LOOK BACK AT 2026

Creative Studio entered 2026 during a period of significant disruption.

The departure of key project management personnel in early Q2 destabilised operations at a critical point of growth. Processes that depended on institutional knowledge rather than proper documentation became particularly vulnerable.

The team is talented, committed and capable. However, they have frequently had to compensate for weak systems through exceptional individual effort.

This has left the Studio operating in damage-control and stabilisation mode. The team has been permanently reactive, not because of individual failure, but because the systems supporting them were not strong enough to absorb change.

“ That is not a sustainable operating model. It is also not fair to the people working within it.

OUR BIGGEST RISK

The greatest risk facing Creative Studio is not technology, AI or budget. It is the possibility that demand continues to grow faster than our operational maturity.

As the Studio becomes more valuable, it attracts more work and more pressure. Without stronger systems, success itself becomes a risk. Every initiative in the Creative Studio roadmap is therefore designed to close the gap between the Studio’s potential and the systems supporting it.

HOW WE'RE EVOLVING

PAST	FUTURE
Reactive production team	Stabilised and rebuilt after disruption, becoming a governed delivery engine

Informal and unstructured	Governance designed to create a structured brief intake and triage
Relationship-driven	Institutional knowledge captured
Knowledge held by individuals	Reduced key-person dependency
Output measured primarily by volume	Output measured by impact
Engaged after decisions were made	Innovation protected and active
Firefighting as the default	Move toward greater visibility for predictable, scalable delivery

WHAT SUCCESS LOOKS LIKE

This transformation will be successful when we have:

- Clear governance and decision-making frameworks that operate without constant leadership intervention
- Strong project management capability supported by documented, consistent processes
- Reduced key-person dependency, so one departure cannot disable a Studio function
- Workload visibility and capacity planning that stakeholders can see and trust
- Clear role definitions and growth paths that retain the people who make the team exceptional
- A Studio that can absorb growth without immediately creating operational strain

“ Success will not simply mean that Creative Studio delivered more. It will mean that Creative Studio became more.

HOW WE'LL OPERATE

⚙️ Systems over heroics

- Creative Studio’s success should not depend on exceptional individuals compensating for weak systems
- Every process, framework and decision structure we introduce should make the system more dependable than any one person

🧘 Calm over chaos

- The Studio needs to feel calmer - not slower or less ambitious; simply calmer
- People should spend less time firefighting and more time doing meaningful work
- Creating the conditions for that is a leadership responsibility, not a team behaviour problem

▣ **Accountability without fear**

- We maintain high standards and give direct feedback
- Every team member is expected to take ownership of outcomes, communication and quality
- Accountability means recognising consequences, learning and improving. It does not mean blame

▣ **Commercial clarity**

- Creative Studio exists to contribute to Eskimi’s commercial success
- Every governance decision, process improvement and capability investment must answer one question: **Does this make Creative Studio more commercially valuable?**

▣ **PRINCIPLES GOVERNING THE FUTURE OF CREATIVE STUDIO**

Creative Studio already has strong creative capability. The challenge is making that capability consistently available at scale, without relying on exceptional effort from exceptional individuals.

Innovation must be systematic	One-off experiments do not create a sustainable competitive advantage. Repeatable systems do
Data should inform creativity	Performance intelligence should help shape creative decisions without replacing creative instinct
Delivery and experimentation must coexist	Reactive delivery and proactive innovation are both necessary. Our operating model must protect space for each
Sales enablement drives adoption	Creative Studio becomes indispensable when Sales believes our involvement increases its likelihood of winning
Modular thinking enables scale	Reusable component systems can reduce production time, relieve pressure on developers and make solutions easier to use across markets

▣ **WHY THIS MOMENT MATTERS**

Most people join teams that are already built. They inherit established processes, learn existing systems and enter a culture that was formed before they arrived. Their role is to understand the environment and perform within it.

You are joining Creative Studio at a different kind of moment.

The team is small, globally distributed and disproportionately talented. Its work spans more than 40 markets, nine time zones and some of the most technically sophisticated formats in programmatic advertising.

Creative Studio supports major agencies, regional brands and emerging markets simultaneously, with a team far smaller than the scale of its output might suggest.

More importantly, you are joining while the Studio is being deliberately rebuilt.

New governance, systems, career frameworks and ways of working are being established now. This means your contribution will extend beyond the tickets you manage:

- The processes built now will be used by future team members
- The standards established now will shape the quality of future work
- The relationships developed now will influence how Creative Studio is perceived across Eskimi

“ You are not joining a finished thing. You are joining something in the process of becoming what it is meant to be.

That is rarer than it sounds, and it is worth being excited about.

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