

Obsidian
Digital

Setting
The Standard In
Digital Marketing

The Obsidian Digital Handbook

The Obsidian Digital Handbook, 2021 Edition

obsidian.dk

Our History

Obsidian Digital was founded in 2016 with the intention of being the best digital marketing agency in the Nordics.

We Are Serious About Our Work And This Guiding NorthStar Goal.

Being born digital and with a decade of experience from the client side, we specialize in performance marketing and have created an agency that we would have hired ourselves.

We believe that hard work combined with technology, data and analysis creates the winners of the future: our clients. Our approach to performance marketing is different.

Yes, we are best-in-class in our expertise, but we excel as problem solvers and business thinkers. In other words, expertise alone is not going to win – critical thinking and problem solving are required in order to lead for our clients.

Although we started with four people in 2016, we are the fastest growing agency in the Nordics, and we proudly attribute our rapid and sustained growth to our clients' success.



Obsidian Digital Numbers



Founded

2016

People

70+

Spend under
management in 2020

**500 million
DKK**

Offices

Copenhagen

Aarhus

Odense

Lemvig

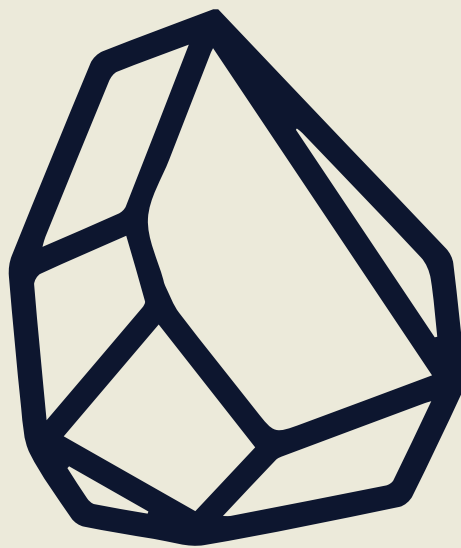
Oslo

Banja Luka

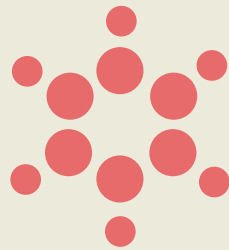
Why Obsidian?

Obsidian is a volcanic stone created when lava is cooled faster than usual, as often happens in the Nordic or Arctic regions.

It also represents the conceptual view on our passionate feeling towards digital marketing combined with the cool analytical view that **digital marketing must take to be effective.**



Our Vision



Marketing has changed a lot since Don Draper.

The psychology behind our creativity is still there but gone is the day of relying purely on brilliant ads.

When Google introduced search intent in 2000 and Facebook hit home with a social network in 2007 and later applied ads, it revolutionized the way we do targeting.

The First Digital Renaissance

Just imagine the relief for a diaper company, which traditionally used most of its marketing spend on TV and outdoor media, when it is suddenly able to know which household has small children or who wants to buy medium-sized diapers.

Ad relevance in marketing exploded.

For a while, everything seemed perfect and companies were growing faster than ever before thanks to more efficient (digital) marketing.

But with a fast growing online presence and great technology, complexity also followed.

The Second Digital Renaissance

Due to the exponential growth of technology, digital media went from simple to complex.

Two among many spillovers were:

1. Marketing leaders got data as number one on their strategy list, but due to many digital platforms that implemented walled gardens – Google and Facebook included – it became impossible to keep up and to find the true value of companies' marketing efforts (it still is, but we are on our way).
2. The arrival of “experts” in disguise, who saw the possibility to consult on digital marketing because they had computer talent. They may be good at optimizing ads but not at understanding client business and the ever-changing landscape of the client's industry.



2016



In 2016 we were looking at this industry and its many possibilities.

It was clear to us, that digital marketing needed a change and the industry looked for an agency to lead.

Obsidian Digital was born and with it our vision, mission and beliefs.

Vision

To set the standards in digital marketing

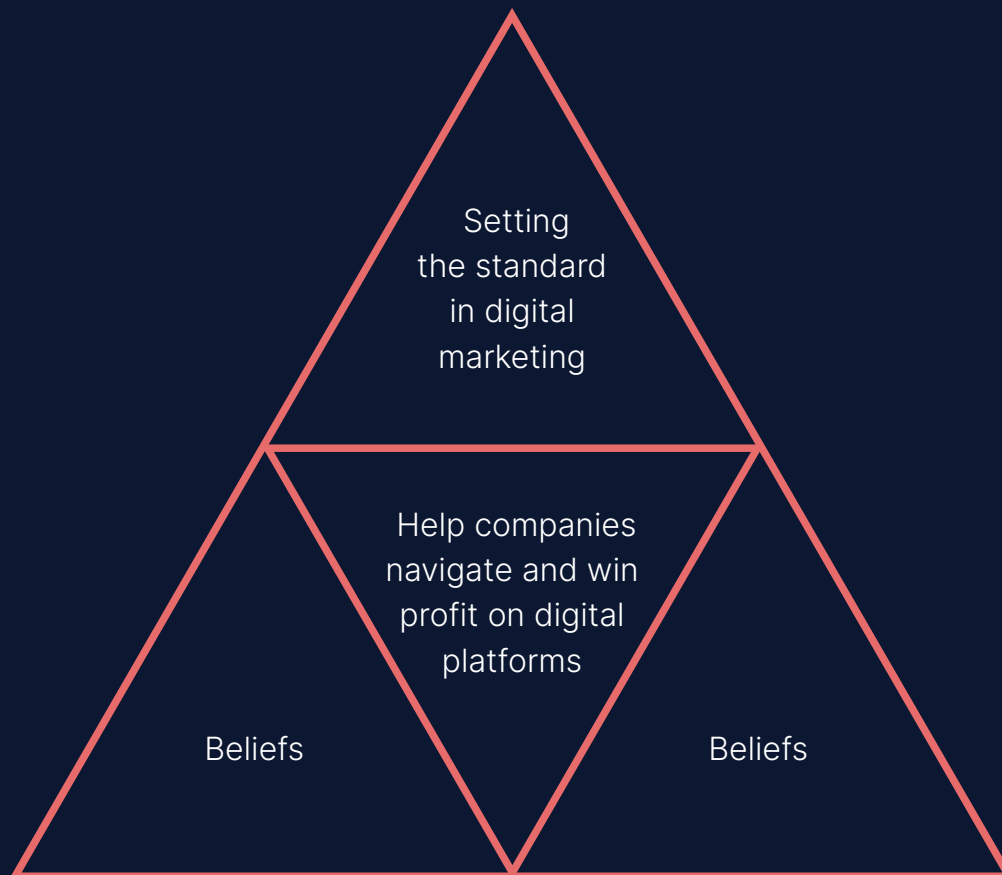
Mission

To help companies navigate and win profit on digital platforms

Beliefs

Manifested in our culture

Our Beliefs



Our beliefs are manifested in our culture.

We allow ourselves to think that by giving the best circumstances and surroundings for our consultants, they will be able to make the best decisions for our clients.

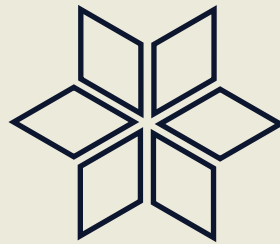
Our beliefs consist of three important pillars that will guide us towards our vision. These three pillars are Professionalism, Personal Development and Social.



1000
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AUTO
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 Life time value
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 10 - 100 = 90
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 (\$ - cost) = 20
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Professionalism



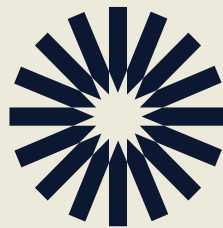
So much good comes from professionalism. Especially in an industry that needs it. From the very beginning we decided that activities like ping pong tables and darts were not going to be a part of our everyday life at the office. We are here to help our clients - not to play games in working hours.

With professionalism comes appetite.

We strive to be the best in our industry.

The majority of our consultants (from associate consultants upwards) are groomed in "The Obsidian Way", so we are certain that digital marketing is done right. The rest we recruit from the best companies in the industry. This mix lets us embrace experience and change, resulting in Obsidian being at the top of our game.

Personal Development



This is the most important part of our culture, the constant need to learn and improve. It consists primarily of developing your digital marketing skills and being human.

Digital marketing:

Depending on where you start on the career ladder, we have tailored training in each of our services as well as across services to break down the silos within marketing. As a part of training, we send our senior consultants to conferences around the world and combine this experience with our own internal academy.

While working on your craftsmanship, we emphasize the need to understand the logic of running a business and being commercially aware, no matter the industry. You will learn from the best-in-class consultants, get experience in different

client industries and best of all, get feedback during the process of climbing our career ladder at your own pace.

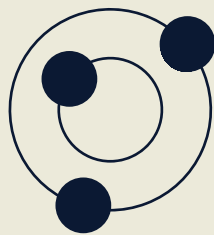
As a further developmental aid, we have mentoring programs where our consultants provide guidance towards your goal of being the best at your skill(s).

This is a great opportunity to learn from someone who is a couple of steps ahead of you on the career path.

Being human:

Being the best at digital marketing is only part of the job. We also need you to be a good colleague and to contribute to our culture. We facilitate this through internal and external training in management and leadership, for example. In the end, it is something you will learn by doing and through feedback from your superiors.

Social



Because our consultants are passionate about what they do, they spend a lot of time at work together. In many ways we see Obsidian and our consultants as being in a relationship. Therefore, we also need to be able to talk about things **that are not work-related**.

The social element is important, and these are a few of the many things we do on a recurring basis:

- We explore the world once or twice a year. In the last couple of years, we have been to Spain, Germany, Croatia, Bosnia and Herzegovina, Bulgaria, Ireland and Norway. While we are in a country, we like to get a taste of the local culture and of course party until sunrise.
- We have many types of dinners. When you start at Obsidian you have an onboarding dinner with different consul-

tants. Several times a year we have junior and senior dinners – the perfect way to have a good time with your colleagues.

- Wine tastings, football practicing, FI-FA-tournaments – with multiple small events, there is always something to participate in
- If you stay and work late, takeout or the likes is ordered. All newcomers will at some point be introduced to Halfdan's (co-founder) famous Indian takeaway (#punjabiparty).

When we hire, we look at the cultural fit first. If you are ambitious about digital marketing and have the talent, we can teach you how to excellence.

You just have to want it.



Our Services



Working in digital marketing is an amazing career opportunity.

Here are three reasons why:

- 1.** We work in a fast-paced industry and we must adapt our knowledge on the go – all the time.

Last year's social media ads won't work this year; it's a completely different game, with new rules. Because our services are ever changing, today's work does not resemble yesterday's.

- 2.** Our work has a big impact on our clients' business. We differ from our competitors by being able to connect our clients' knowledge with our expertise through a firm strategy and data set-

up combined with best-in-class frameworks that help us execute marketing and do the necessary analysis. This is always an iteration, because the digital marketing ecosystem changes all the time due to many factors, so we need to adjust the tactics.

- 3.** Being a part of digital transformation creates opportunities. Working in digital marketing can be the elevator for your career early on.

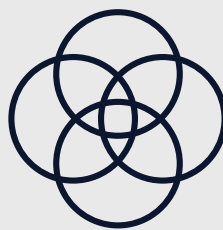
Our parents tend to think because we work with computers, we can also repair them. Every time this happens (and it will happen) show them the figure below and explain what you actually do for a living.



Achievement facts of our work:

- We are the first agency in Denmark awarded the Google Premier Agency certificate within its first 12 months.
- We are the agency in the Nordics with the most official cases with Facebook.
- We were voted best SEO-agency in Denmark in 2018 by Supana.
- We are the fastest-growing agency in Denmark with regard to finance and employees.
- We were named Best Social Media Strategy 2020 (Roccamore case) at DashThis Awards
- Obsidian has been featured on Danish television and in the press more than 20 times from 2016-2020.
- We are the sixth most successful company (in terms of financial performance) out of 54,794 companies founded in 2016, according to Dansk Økonomisk Ugebrev in 2019.
- Best Digital Agency in the category 20-40 mio. DKK gross profit according to BureuBiz 2020

Company Structure



Board

Our Board is small, and we like to keep it that way. This gives us the flexibility to adjust our business when needed. The Board is very close to the Partner Group and a solid governance structure makes sure the company is running at its best.

Partners

Our Partner Group consists of individuals with different backgrounds and skills. Some of us founded the company and some of us joined and continued the work of building the next generation of performance marketing.

Partners are often out of the office during the week, building client relations and driving our biggest projects.

Engagement Partners

Our engagement partner group consists of Partners-in-Training. The EP's drive projects with senior consultants or project managers, as well as engagements with existing clients and they build relationships with new clients.

As with the Partners, they are not always to be found around the offices, as they are often on-site with clients.

Managers

The most important goal of our managers is to set strategy and drive projects. They are our representatives at the client side and are responsible for daily management of our consultants and for adapting strategy and tactics to meet our clients' goals.

Our managers are the best in the industry because of our very strict standards for the title. A manager knows all the services and their newest tactics. This is only possible with previous experience doing marketing and not just managing it. On average our managers have been doing marketing for seven years.

Section Heads (Social, PPC, SEO)

These people are the core of our services, and their primary responsibility is making sure our services stay ahead of the competition. Quality-wise, we must be the best at our game. They are responsible for the skills development of our consultants and seeing that each individual learns the "Obsidian Way" of doing digital marketing.

Lastly, the heads are responsible for conveying the superiority of our services over all others to the outside world.

Consultants

Our consultants include associates, consultants and senior consultants. They work as an integrated part of our clients' projects. They conduct analyses, optimize campaigns, prepare presentations and whatever else is necessary for successful projects. The role of the consultant is a journey where you get your knuckles hardened and learn the "Obsidian Way" of doing marketing. We also teach you skills in problem solving and analytical reasoning.

Creative

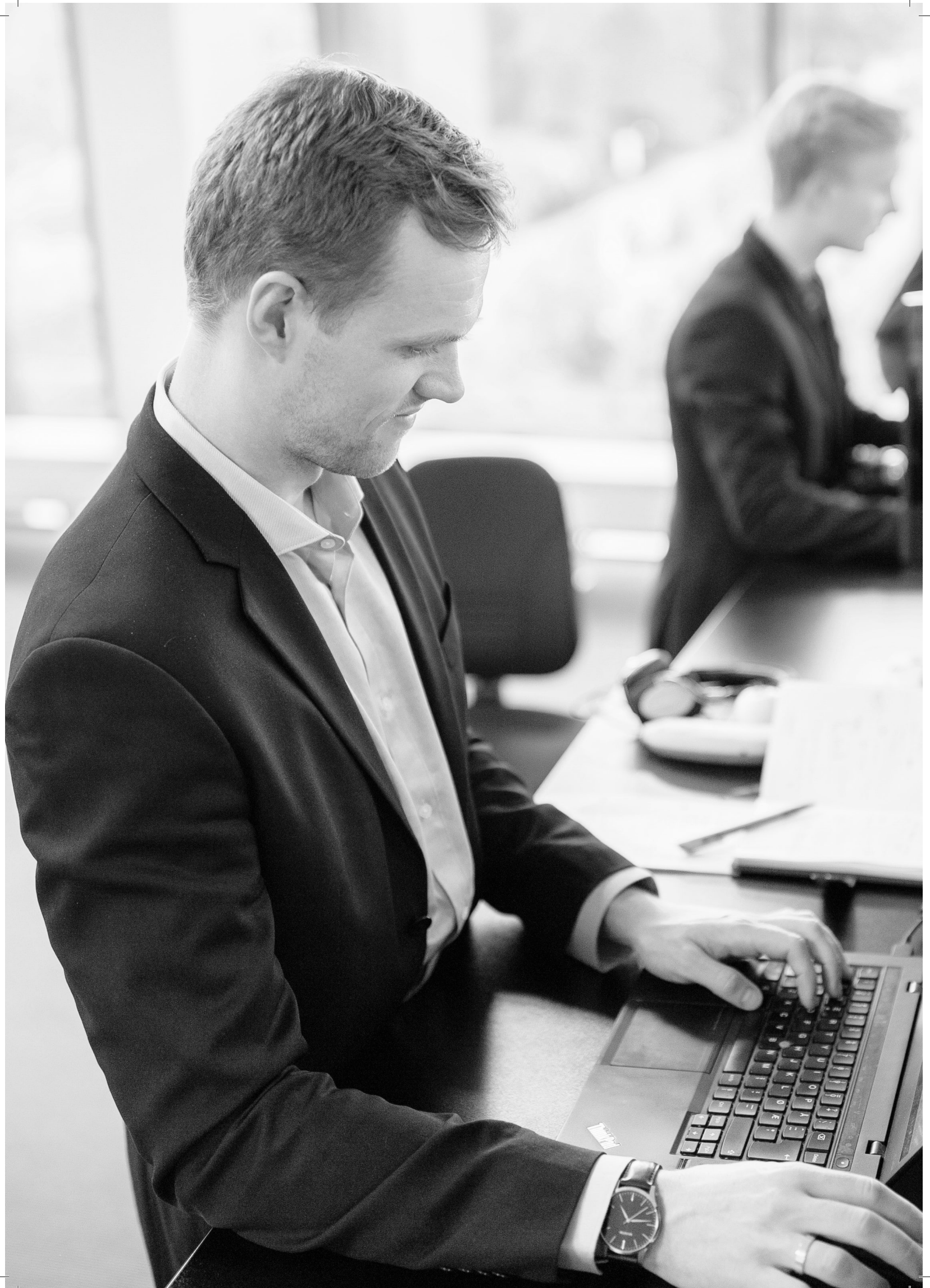
We believe content will be a bigger part of the future of digital marketing. The more our clients' brands stand out with great content, the better our services will perform. In 2019 we established our content team, in Bosnia and Hercegovina, which helps us make awesome videos and other graphics for clients, working directly with our consultants.

Gap years and interns

We thrive with talent and talent thrives with us. Gap year hires – often the very best in their class – help our consultants to consistently (over)-deliver on our projects. Interns can have a glimpse of life as a consultant and a career opportunity if they match the requirements we have for any new hire.

Administration

These are the people who keep the engine running so our office hours function as smoothly as possible. Among our administration you will find HR and talent acquisition, office assistants, accountant and our internal teams: Team Onboarding, Team Social and Team Knowledge.



Career At Obsidian



Starting your career at Obsidian can be a game changer.

We are different and very proud of standing out among our competitors with our beliefs, culture and way of doing marketing.

The next pages are about our hiring process, our career ladder and the life as a consultant.

Applying for a job

There is a huge difference between mediocrity and excellence. This is illustrated in our hiring process.

In 2019 we received 590 applications, and 45 were hired – a rate of 7.6%.

We hold three to five meetings when we are looking for any new team member. Our business is also a people business and it is crucial for us and our candidates to get to know each other to see if there is a match. Besides personal interviews, you will also be tested in Excel and logic and on a senior level you will need to present a case.

If you wish to apply for a job, it is a good idea to reflect before the interview on where you are in your life, what you want from your new job and of course what you can contribute to your new job.

When you start

Our consultants have a scheduled onboarding process, where we teach you basics like work structure, the tech stack you will be using, and most importantly, an introduction to our company followed by Q&A.

By the end of your first day your brain will feel dizzy due to information overload. This is okay and expected. HR will give you a call and have a talk about how the first day went.

Every new consultant will be assigned an office sidekick during the first week. It will be someone from the team and you will have talks about work and probably other fun stuff.

After the first week, it is time for your buddy to let you go. Now is the time to mingle across our company. Socialization is expected from you (at your own pace).

Within the first month you will be invited to an onboarding dinner with not only experienced consultants but also other fresh blood like you.

What does your consultant life look like?

The people who live the life describe it better than anyone else:



Frederik Nyland Jespersen,

Associate consultant, Social
- Been at Obsidian since: 2019

I like to have a good understanding of the work I do and the colleagues I report to, which is why I start my day off with an overview of my tasks through our CRM. When that is done I usually grab a cup of coffee and chat a bit with someone from one of the other departments just because it's something I like to do before I deep dive an hour or two into optimizing campaigns on social media. My day normally consists of learning everything there is to know about social advertisement. It really is a channel that constantly changes and innovates itself in many ways.



Patrick Langtoft,

Consultant, PPC
- Been at Obsidian since: 2018

I started as an intern at Obsidian and helped clients with SEO and affiliate marketing. I remember after my first week how hooked I was after learning more and how awesome it was to work at a company with like-minded people. I gave all I had and was offered a job in the PPC department, which I gladly accepted. Today, as a consultant, my job is to keep on learning but also manage clients, which I think is a great way to learn how businesses function. The big difference for me between being an associate and now a consultant is the responsibility I have for direct dialogue with business owners. My day usually ends around 7–8 p.m., when I either stay and eat dinner with other people at the office or hit the gym next door.





Christian Bertelsen,

Senior consultant, SEO

- Been at Obsidian since 2016

Oh boy. Where do I start. Eighty percent of my day is mining SEO-data and making strategic and tactical decisions. I love to see SEO work because it is so different than other marketing channels. The stakes are higher because our clients don't have any guarantee of results. Luckily, they are rarely disappointed.



Kirsten Pedersen,

Head of Social

- Been at Obsidian since 2018

My most distinguished task is to train my team and handle strategy for our biggest clients. I would say none of my days are the same. Some days I am out visiting a client and spend the entire day there. Other days I am mainly facilitating training through internal meetings and having 1:1 with my team. As a Head, I also join Obsidian's inbound meetings, where we plan marketing activities every month. We are an inbound-driven company, so our own marketing is important.



Halfdan Timm Moth,

Partner

- Been at Obsidian since 2016

No two days are the same when you are trying to build a bridge while walking on it. I have never learned as much on this path as I am now, and I probably never will.

This is it.





Casper Roth Lange,

Manager

- Been at Obsidian since 2020

I have one goal and that is seeing our clients succeed. The responsibility is on my shoulders because if I do not scope the strategy and KPIs correctly, I will get a lot of pressure on both sides (from client and colleagues).

I spend a lot of time preparing for meetings. In the beginning of the day I meet with the different teams I have set for each client. This is about making sure we are doing what we agreed and that everything is on track. The rest of the day is meeting clients at our or their office and discussing either how to improve performance for more profit or how to improve performance for more growth on revenue. Being a manager challenges me in many ways. I need to stay sharp on marketing channels but also to understand many different industries and what impact we can have with digital marketing. It is not an easy task, but it is doable with the right structure.



Henrik Bondtofte,

Engagement Partner

- Been at Obsidian since 2020

As an Engagement Partner at Obsidian, the daily tasks vary from creating digital business strategies from A-Z to attract the right traffic all the way to end-conversions with the sales team, creating processes to increase closing rates and ensuring the overall execution and planning from a strategic level on behalf of clients.

Being on top of every new aspect and possibility within each digital vertical is a must, as is bringing that value back to clients to help give them an advantage in an always competitive market.

As an Engagement Partner your most important role is to ensure the high-level strategy, be a go-to person for your clients and always bring value and knowledge back to them and your relevant project managers.



What former employees say

As you can see from our former employees' titles, they don't have any problem getting a good job out in the industry. Expect that when you work at Obsidian, you will be on other companies Most Wanted List.

” You get a huge insight into how to do digital marketing in the best way. And it really is the very best way.

Thomas Hahn-Petersen,

Analyst at EY Corporate
Finance (M&A)
- At Obsidian 2016-2019

” You should see this experience at Obsidian as being career-oriented, not job-oriented. Because you will gain valuable experience and learn and develop new skills that will fuel your future.

Anda-Maria Mihu,

Platform UI Owner at Passendo
- At Obsidian 2016-2018

” At Obsidian there is a steep learning curve. This means that from day one you get a lot of responsibility, both for executing tasks and for your own customers.

Jonas Løkke Helle Hansen,

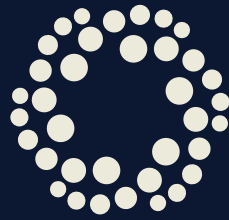
Business Developer at Blazar
Capital
- At Obsidian 2018-2019

” I primarily got three things out of my gap year at Obsidian Digital. The first is a huge confidence boost after being exposed to customers in a completely different way than as a recent graduate. Next, it has been a perfect springboard for my further career. And finally, it is a social network that I still keep in touch with today.

Mathias Anker Larsen,

Analyst at CataCap Private Equity
- At Obsidian 2016-2018

Some Extra Benefits



Because we have offices in different locations, the benefits will differ. Here are some of the benefits our consultants have.

- Massage
- Computer
- Internal and external academies and conferences
- Great cafeteria with food for every taste
- Breakfast, snacks and dinner
- Many social activities outside of work
- Paid vacation
- Free streaming on Netflix, HBO, Viaplay, etc.
- Access to client discounts at a large library
- Pension administration
- A ticket for the fastest growing performance marketing agency!



Career Ladder



Our career ladder is designed to promote and fast-track those individuals who perform well. It also helps explain the structure of our company and set the expectations for you and your superiors.

We do not care what your background is or what you have studied. What counts is your motivation to learn.

We let the pace be up to you.

What we expect on each stage

Each stage on the ladder contains different skills and expectations. No performance, no promotion. We always guide you during the process. It is in our interest as much as yours to see you go all the way.



Reviews....

We have reviews two times a year which we combine with quarterly reviews. This helps us and our consultants to get an overview of whether we are on the right track together. The quarterly reviews are based on feedback from existing projects, so we have concrete input to hold up against your performance. The feedback is a combination of qualitative and quantitative data.

and compensation

We strive to be competitive in compensation in the low-to-mid stages of the career ladder. As a senior and above, when you achieve the highest competence and your contribution to our beliefs and culture is consistent, we are aggressive and pay among the highest (if not the highest) compensation in the industry.

Fact: In the period of 2017–2020 our consultants' compensation has increased by about 14% annually. This is due to having removed politics from the promotion process in favor of rewarding those who perform well and consistently.

Balancing it out

Because we are a people business, we need to take care of the of the “people” in the “business”. Much has been written about the work-life-balance. Our approach is to create a company where our employees can reach their goals on both a personal and professional level. Therefore, we assume responsibility for making Obsidian a flexible workspace.

Final Words



You now know the tip of the iceberg. There is so much more to our company and beliefs. The rest, you'll learn along with us.

Our vision towards setting the standard in our industry has just started.

We rely on people to reach our goal, which is why we invest so heavily in making our company the best place to be for those who want to keep pushing forward in developing their skills and career.



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