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Supply Chain Management Thesis Internship - CourtAvenue

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Supply Chain Management Thesis Internship – *CourtAvenue*

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An Honors Thesis in partial fulfillment of the requirements for the degree Bachelor of Science in Business Administration in Supply Chain Management.

**Sam M. Walton College of Business
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Introduction and Company Background

Introduction

The summer going into my senior year was a crucial time for me as I was looking for an internship that would provide me with not only skills to further my career, but also a better understanding of what I wanted to do post-graduation. Being a Supply Chain Management major at the University of Arkansas, I have so many opportunities right here in Northwest Arkansas. The heavy presence of large logistics corporations allows for an abundance of experience and learning from the best of the best. However, after having a more traditional internship my sophomore year, I knew I wanted to do something completely different. Internships are not only an opportunity to learn how businesses run, but also a chance to learn more about yourself and what organizational culture works best for you.

With that being said, I had the privilege of working at CourtAvenue, a new digital marketing agency as an Operations Intern. This opportunity was something I was really looking forward to as I would get to experience not only a start-up environment, but also how an agency operates while it is still in its early stages. While it was far from what everyone else was doing, I believe it was a beneficial experience for my future career, even if it didn't directly apply to my major.

Background and Company Overview

CourtAvenue is a relatively new agency as it began operations in early 2020, right before the pandemic. The co-founders, Dan Khabie and Kenny Tomlin, began conceptualizing what CourtAvenue would be in a hotel room in Las Vegas and then shifted to white board sessions in a garage in San Diego. They were determined to create a digital marketing agency with a focus on innovation and “paving a new way” within marketing. Thus, the name CourtAvenue came to life. In 1893, Court Avenue was built and became the first paved concrete road in America. The concept of innovation and creating an ease of travel between two points inspired the co-founders of the agency. Their mission was to reimagine the digital landscape through their marketing efforts. Dan and Kenny turned to their network from previous ventures to build a team of industry experts that could bring their goals to life.

Company Operations

While CourtAvenue is mainly known as a digital marketing agency, their capabilities expand far beyond that. The agency focuses on business consulting, digital product development, brand and digital creative, and more. Modify, Redline, and Turn Two make up the CourtAvenue Collective, an independent network of companies that further increase the agency's capabilities with their extensive expertise.

Not only does CourtAvenue do impressive work for their clients and form long-term relationships, but they also do internal thinking about what is next for digital marketing and the expansion of Web3. Through these strong relationships with clients, CourtAvenue seeks to expand the way that digital marketing is executed and grasp the future of Web3. Thought leadership is at the forefront of what the agency does, and it is a way to win over clients, such as General Mills. For example, General Mills hired CourtAvenue to help organize the future of their e-commerce as well as communicating that roadmap in an interactive experience for consumers.

The agency's work allowed General Mills leadership to prepare for what is next in global e-commerce and how emerging technologies play a role in expansion.

There is no doubt that digital marketing is an up-and-coming industry that will continuously evolve, and CourtAvenue is focused on being at the forefront of that innovation.

Company Culture

The agency has offices in Cincinnati, San Diego, and Austin, but Northwest Arkansas is a region and market that they want to enter as the CFO lives and works from Rogers, Arkansas. There is a large passion within their network and many of the executives and leadership came onto the team because they believed not only in the mission, but also in Kenny and Dan's success.

As a start-up agency, roles easily get blurred, and some people are actively working on multiple projects with different roles for each. This was appealing as I was looking for a holistic view into how businesses run in a start-up culture. Work is fast paced, but there is a strong emphasis on work life balance. The head of commerce strategy at CourtAvenue once told me that her goal was to have the entirety of her team still working for CourtAvenue in 5 years. There is an overall large turnover rate among agencies due to burn out, but CourtAvenue prioritizes cultivating close relationships within the company despite being all over the United States.

Easy accessibility to top executives was something that I noticed the first day on the job. Being able to individually connect with each of them and talk about what I wanted to get out of my internship and being able to go to them with any problems I had was something I valued.

Personal Learning Objectives

I had many learning objectives going into this internship. The three most important ones to me were:

- Familiarize myself with project management
- Learn how to communicate efficiently within a business setting
- Lean outside my comfort zone and work on a project that involves critical thinking and creativity

Project Management Familiarization

Going into my internship, I had a limited understanding of project management, and did not fully understand how it operated in relation to business activities. Thanks to my manager, I became comfortable in creating schedules and ensuring that all projects were going in the right direction. Being able to attend the weekly production meetings, I was able to see first-hand how important project management is for every part of the business. I found that I enjoyed managing projects and resourcing people. As my manager said, it is not a role that people often think is the most important, but it has the largest impact on a company's success. The skills I learned through my role as the Operations Intern are ones that I will take with me throughout the rest of my career.

Efficient Communication

Communicating efficiently was something I knew I needed to work on going into my internship. Time is money for a company and if you aren't clear and precise in what you want to say, it could waste both your time and your co-workers. Towards the beginning of my internship, I was tasked with leading the kick-off meetings for our intern project with our managers and the other interns. Through that opportunity, I was given tips on how to efficiently run a meeting to ensure no time is being wasted and all the information is being communicated clearly to minimize confusion.

Leaning Outside My Comfort Zone

One of my main concerns going into my internship was that I would be working for a highly creative digital marketing agency. As a supply chain major, I had not taken extensive classes in marketing and digital strategy. While I was the operations/project management intern, I would still be expected to be creative and contribute to the summer long intern project. The intern project was to create a complete marketing plan for CourtAvenue alongside the strategy intern as well as the digital intern. This made me nervous as it was outside of my comfort zone. First, I did not consider myself a creative person. Also, I had little educational background or experience within marketing. However, one of our managers told me that anyone can be creative and to lean into my ideas. Being pushed outside of my comfort zone and having reassurance that I can be an asset to this team despite my concerns allowed me to be collaborative and become more comfortable with my creative abilities.

Project/Assignments/Responsibilities Details

As the Operations Intern, my focus throughout my internship was project management for both internal projects as well as external clients. Ongoing responsibilities I had were to keep track of employee-requested paid-time off (PTO) and update the system. I was also asked to figure out how to finetune the process to make it easier on both the employee and the person in charge of it. By the end of my internship, I created a complete how-to guide on how to log an employee's PTO into the project management system to make it easier for whoever would do the job after me. I also created how-to guides on other tasks such as creating a new project within the system and how to resource employees and time. Occasionally, I would be asked to pull a burn report for an external project. A burn report shows how much of the budget the team has used to ensure they stay on track.

The main project I focused much of my summer on was the intern project. I was working with the other two interns on creating a marketing plan for CourtAvenue. This would include social media strategy, a media kit, marketing calendar, and much more. My responsibilities as the Operations Intern were mainly in the beginning as I set up the schedule through Smartsheets, created a project for it within Workamajig, resource the employees on the project, and schedule all meetings related to the project.

Analysis of the Intern Project

Objective

The objective of the project we were going to be working on was to create a cohesive and strategic marketing plan for CourtAvenue to gain awareness and new clients. As the company was relatively new, they had yet to figure out a way to market their agency on social media and how to be cohesive when presenting themselves to potential clients.

Potential Value

The potential value that a well thought out marketing plan could bring was new client attraction, new talent attraction, and media attention.

New Client Attraction

As CourtAvenue is a relatively new company with only 2 years under their belt, they were able to secure long-term, strong partnerships with large companies such as Dell, General Mills, Kia, and many more. However, many of these partnerships came through CourtAvenue's preexisting network. Their marketing on social media and LinkedIn was weak and a bit all over the place prior to my internship. After creating a marketing plan and utilizing social channels to showcase their work, CourtAvenue would be able to attract new clients beyond their current network.

New Talent Attraction

Like their clientele, most of their employees were brought in through the leadership's network and have worked with one or more of the executives at some point in their careers. While the team at CourtAvenue is strong across the board, their goal was to attract top talent within the industry. They did not post jobs on LinkedIn. Information about the company on social media was sparse. After finetuning their LinkedIn and keeping social media channels active, they would have the opportunity to reach the top talent and become a sought-after company to work for.

Media Attention

At the forefront of the digital marketing industry is thought leadership. After completing a competitive landscape, it was evident that many of CourtAvenue's competitors were actively publishing their thought leadership, holding panels, attending events and more. These activities not only allow agencies to expand their network but also give them the opportunity to be featured on various blogs and websites. Becoming more active online and sharing their employee's thought leadership, potential clients, top talent, and other agencies would be able to get a glimpse into how CourtAvenue operates and views the future of digital marketing. However, without a strong social media presence, it would be hard for the company to publish their opinions and gain an audience.

Process and Outcome

As the operations intern, I set the project up for success through the creation of a detailed schedule and ensuring the project was moving at the pace it was supposed to. However, I was also able to collaborate with both the strategy and design interns on how exactly CourtAvenue should be marketed and by what means we would achieve their goals. After the creation of a

competitive landscape and holding executive interviews, we were able to produce a strong marketing plan for the agency. This included sample assets of what type of content they could post, a marketing calendar consisting of when to post what as well as what industry events they could go to, as well as a media kit. The media kit was comprised of colors to use when marketing the company, fonts, and even words and the language that reflected CourtAvenue and their mission.

We had the opportunity to present our completed marketing plan to the executives including the CEO and the co-founders of the company. There was very positive feedback from everyone, and they applauded us for uniting all their goals for the company and creating a plan that perfectly portrayed CourtAvenue. Immediately after the final presentation, I saw our work come to life through immediate engagement on all social media platforms. Going from one post on Instagram to 32 proves how receptive they were to our feedback. It was rewarding to see the company take immediate action on our marketing plan and use our advice to better their profiles and overall mission.

Personal Evaluation

After spending my summer at CourtAvenue, I felt that I had a strong understanding of not just digital marketing, but also project management and how businesses operate. I came into my internship with hesitation as I knew little to nothing about digital marketing and project management. However, CourtAvenue welcomed me with open arms and instilled a confidence in myself that was not there prior to my internship.

Project management has become a role that I will forever be grateful for. I did not fully recognize how crucial it was to a company's success. Creating effective schedules, retaining, and compiling all important information for future use, planning out meetings, communicating with clients and co-workers are just some of the skills I have built throughout my time as the Operations Intern. Effective communication was key to successful project management. After leading our kick-off meeting, I left with great feedback on how to set-up and structure a meeting to be as effective and clear as it can be.

Collaboration was another skill that I built throughout my time at CourtAvenue. As it was fully remote with employees in many different states, online collaboration was challenging at first. One intern was based in San Diego and the other one was in Maryland. This barrier of not being able to collaborate in person and work on the project together was something that we had to overcome. However, being flexible and trying to work around schedules was vital to our success. There would be times that we would have a zoom meeting and just chat about what we have been up to to get to know each other and become more comfortable. I believe these casual zoom conversations are something that every fully remote company should do.

Furthermore, I felt heard at CourtAvenue and being apart of a new company was an experience I will never forget. My boss and executives welcomed us with open arms and wanted our honest opinions of their processes, how the company can do better, and what we thought of the client work they were working on. At one point in my internship, I visited the Cincinnati office. The CEO, COO, my manager, the head of IT and myself sat together one afternoon and were casually talking about how to approach a hybrid work model and how to build the company culture. The ability to voice my opinions on what I had experienced thus far with the other interns was extremely valuable and made me feel like I had an impact on the company. It was clear that we were not only learning from them, but they were learning from us.

One of the main takeaways I had from my internship was that everyone is creative and voicing your ideas is important. This goes along with my objective to lean outside of my comfort zone and speak up with ideas, even if I was confident in them. At the beginning of our intern project, the design intern's manager Al said to me that everyone is creative and there are no bad ideas, only ones we don't use. His persistence in making sure I understood the value I brought to the intern project and the company allowed me to break out of my shell and voice my opinions and ideas. Quickly, I realized he was right. Some of the ideas I reluctantly presented were accepted with excitement and had a real impact on the marketing plan.

Conclusion

While CourtAvenue doesn't have any supply chain operations, I was able to apply what I have learned at the Walton School of Business into my everyday responsibilities. Thinking

critically and outside of the box is something many of my professors have emphasized. Through the intern project, I had the opportunity to rely on my critical thinking skills. Another way I was able to be an innovative thinker was when I was working through ways to finetune the paid-time-off recording process. Another way the supply chain department and Walton prepared me was my ability to professionally communicate in an efficient way. The ability to ask clarifying questions and validate assumptions allowed me to get work done in a timely manner.

Overall, my internship experience was extremely beneficial for my understanding of business and future career. I have taken what I learned throughout the program and have applied it to my interview process, education, and I know I will take it throughout my career. My personal learning objectives were fulfilled, and the internship exceeded all my expectations.

It was exciting to have been a part of the inaugural CourtAvenue intern class and I am looking forward to seeing how the company grows in the coming years.

Addendum – Weekly Journal Entries

I. Week of 6/6-6/10

What am I specifically working on/doing?

This week consisted of onboarding, introduction meetings, learning about the company and meeting all the department leads. I had daily one-on-ones with my manager to check-in on how things are going and give direction on the things I am working on. I have been scheduling a lot of meetings to meet people from different departments and go over the projects that they specifically work on. I also got acclimated to the programs I will be working on such as Workamajig, Smartsheets, and Trinet. As the operations manager, I will be doing a lot of project management which is not related to my major, but I find it very interesting and have enjoyed doing so far.

What have I learned this week?

I have learned various project management software's such as Jira, Smartsheet, and Workamajig. So far, it has just been a basic introduction, so I am looking forward to doing a deeper dive and learning more through practice as I utilize those tools throughout the intern project. I already knew this, but something that I have become more comfortable with is scheduling meetings on google calendar and referencing co-workers' schedules to set those up. As the operations intern, I am expected to take the lead on getting those meetings set-up. Also, I have been learning how to resource employees and allocate hours for various projects. What questions am I still struggling with?

So far, there are not many questions that I am left with as this weekend was a lot of introductory things. One thing that I want to understand better is resourcing people/hours for the different projects. On Friday, I attended the weekly production meetings where everyone went through their hours for the next week and saw who had capacity and who was booked with many hours. I am responsible for resourcing my other interns and allocate hours for them on our project. If I had a better understanding of what all goes into the decision, I think I could do it better, but my manager said it is kind of a guessing game and it can shift throughout the week/duration of the project.

What has surprised me?

Something that surprised me was the drastic difference between corporate collaboration and start-up culture/collaboration. CourtAvenue only has about 90 employees total, and it feels as though everyone I have encountered through meetings are very close with one another and are all willing to pitch in to help them on different projects (even if they aren't tasked on that project). The company has a Slack channel dedicated to just sharing memories (vacations, fun times in the office, etc.). Many of the employees are young and are kind of driving the boat in some ways, while the older, more senior employees listen to their recommendations and branch off it. We, as interns, already have such a big say and it is clear they want to know what we think about how things are done which I really appreciate. Also, I am impressed with the way that everyone handles the multiple different time zones. That was

something that worried me before I started because there are people in NYC, Cincinnati, Dallas, Austin, and San Diego. However, it doesn't seem to create a huge barrier in the working environment, and they have it down.

What ideas do I have?

I don't know exactly what ideas I have as of right now. Our intern project consists of creating a marketing plan for CourtAvenue itself and helping them brand themselves better through their website, social media, or other ways. As the project progresses, I feel like I will have more ideas come up. One thing that I think would be cool would be to shadow someone from a completely different department (such as design) for a day, but that can be hard with the program being remote. However, my manager tasked me with setting up meetings with department leads and the other interns so they can go into depth about the different projects they work on, so I will be able to gain more insight on that which I am looking forward to.

What skills am I developing?

Besides the obvious of learning these new programs and becoming more comfortable working on google calendar, I think a big skill I have developed just in the first week is not being afraid to ask questions and speak up in large meetings. Those were two things that seemed daunting to me at first, but because the culture is so collaborative, I am comfortable to ask questions and even give my input in large team meetings which I don't think is very common in other large internship programs (I think I would be a little more scared to do so in that scenario).

What have I contributed?

One thing I contributed (going back to the fact that the company values the interns' perspectives) is that the way they keep track of PTO is through a google form. I was tasked with taking the responses and recording them on the google calendar as well as on Workamajig. When Bibi (the internal traffic coordinator) was walking me through the steps, I noticed that some people had half days off, but it didn't clarify whether that was the morning or afternoon. I asked her about that, for the sake of the calendar recording, and she said they never thought of that, and added it to the google form. Similarly, Bibi was struggling with an easier way for employees to go back and change their PTO submission if anything changed. That is something I am still trying to brainstorm and figure out and better process for, however.

What skills am I lacking? (Could these skills be taught in an SCM course?)

One thing I think I am lacking, that I need to get better about are the questions to ask when given an assignment. For example, Bibi wanted me to take care of recording PTO while she is out for the next week. When I mentioned it to Cheryl and had a question about where to log my time for that, she brought up a good point about asking various follow up questions to make sure we are on the same page. I should start asking what the priority level is, where to log my time, and what all needs to be done before she returns. I read about that in either Dare

to Lead or my other book The Defining Decade. Open and thorough communication is key to get tasks done correctly and to not misinterpret any of the expectations laid out by my superiors.

What new connections have I made?

I have made many connections just in my first week. First, my manager Cheryl and I meet everyday just to go over what I did the previous day, and what I should focus on that day. She is very kind and has already taught me so much about the work environment and how to properly go about projects. Bibi is also someone I have made a connection with. My internship is not connected to supply chain and when I told everyone that I was a supply chain major, Bibi wanted to meet with me and talk about it because she thought it was very interesting. She has tasked me with different things and is able to walk me through tasks very well. Also, the two other interns, Amy and Gabriella are both very fun people to work with and I am excited to complete the intern project with them. Amy is based in San Diego and Gabriella is working from DC, but we have already communicated a lot and I can tell they will be great “group members” for the project. It has been fun connecting with girls my age from different schools across the country and hearing about what they learn at their school.

What are some observations about a leader that you work with?

One of the biggest observations is Michael Stich, who is the CEO as well as the founders, Kenny, and Dan. They spoke about the backstory of CA and how it came to life. They got connected as they were working for different companies and wanted to start something of their own. Once they created the framework of what CourtAvenue will be, they brought together some of the most intelligent and hardworking/successful people in their network to make CourtAvenue a success which is where Michael, the COO, CCO, and many more came from. It showed me how important your network truly is and keeping those people that you meet along the way close can come in handy in the future.

II. Week of 6/13-17

This past week was packed with 5-6 meetings everyday which consisted of me doing 1 on 1's with various employees/departments, our intern project kick off meeting, and executive interviews to gather information for our marketing plan/intern project. Every Monday, the company has an all-hands team meeting that we sit in on, and this past week a man from the air force came and spoke with us. He is one of the company's clients and it was cool to hear his story about being in the military while also working in the industry. I enjoy how CourtAvenue includes clients or influential people onto team meetings for words of advice and to connect with everyone.

Our intern project kick-off meeting was on Wednesday, and the purpose of that meeting was to go more in depth about the schedule/timeline that I had put together and going through the kickoff template and Jira board that holds all the information needed if anyone had questions. That morning, my boss Cheryl let me know that I would be leading the meeting and she would just be my note taker. I was super nervous because it wasn't just with

the other two interns but with their managers as well. However, I appreciated the opportunity to gain experience and build my confidence by leading a meeting. Mark (the Head of Strategy) gave me some helpful tips regarding meeting descriptions and how to make it clear what we are going to accomplish in each meeting.

Next, we focused on preparing for the stakeholder interviews and various people sent us templates we could utilize to keep everything organized. We have done 4 of the 6 interviews and so far, have met with Jules (the CCO), Michael (CEO), and Kenny and Dan (the founders). We learned a lot from them and what their aspirations are for CourtAvenue in the future and what they believe the core values of the company are. I did not realize that stakeholder interviews were common practices that CourtAvenue does, and it is a good way to quickly learn a lot about a company.

I have enjoyed my internship so far because while we are only interns, the company, and every employee I have met really values my opinion and is truly concerned with how the program is going. There have been times where one intern mentions that she isn't too busy, and someone (specifically Michael) has given suggestions on who she can reach out to to get some work or participate in the projects. Also, when we meet with department leads, they are more than willing to include us in meetings if we are interested in their line of work. For example, the User Experience head (Stacey) was excited to hear that Amy and Gabriella (the two other interns) wanted to be included in future meetings with clients because they are both creatives and wanted to learn more about her role. Similarly, when I was talking to a project manager Jeanine, she said I should reach out to Truman and Scott (the data team) to learn more about it because that is my minor.

I can already tell that this internship has been super valuable to my future career, and I will walk away with many applicable stories and experiences, as well as physical examples of the projects/tasks I have created. The interns have already impacted the company with our ideas, whether that be creative or administrative and I am looking forward to the rest of my time at CourtAvenue!

III. Week of 6/20-24

This week I was able to fly out to Cincinnati and go into the CourtAvenue offices! While I was there, I met my manager, Cheryl, and the COO (who I ultimately work under) Jana. It was nice to finally meet the people who I work everyday with in person. The office itself was a co-working space and it was nice to be able to ask questions and see what they do on an everyday basis more easily. We got to the office by 8:30 and then worked all day. On Thursday, we went into the office around 9:30 and then at 4, we had a happy hour in the office! It has been super nice to get to know the people I met with remotely.

As far as the work I did this week, we wrapped up our executive interviews and began pulling the themes and understanding the similarities and differences between all the different perspectives. My manager sent me a stakeholder interview deck template, so I worked on editing that to be applicable to our interviews. I am also now in charge of logging PTO for the duration of my internship. Because the company is still new and is a start-up, they don't have as many organizational processes for how to track PTO, so it has been a learning experience for everyone. I am happy to do and give input on what could be done better. It is cool that they put their trust in an intern to do all of that for them. Also, one

deliverable we are responsible for in our project is setting brand guidelines or a style guide because there is no uniformity in what logo to use when, or what colors are used. I showed my manager the UARK media kit/style guide and she liked how it was set up and it helped give me inspiration on what to include in the CourtAvenue one. One thing I was surprised about coming into the internship was how many small processes go into a company that you often don't think about and because CourtAvenue is a start-up, we are helping build those organizational tools for them. It is a good feeling knowing that what we are working on will have a lasting impact on the company as they expand.

IV. Week of 6/27 - 7/1

This week, the interns and I started focusing a lot on creating decks and bringing the other deliverables to life for our intern project. Our project consists of creating a marketing plan for the company. With the marketing plan, we are tasked with creating a marketing calendar, landscape assessment of the industry, recommended resourcing requirements, brand guidelines for the company, and sample assets (such as an example of what they could post). To achieve this, we conducted stakeholder interviews and began creating a deck with the collected themes and what our takeaways were. I focused mainly on assisting the strategy intern, Amy, with creating the landscape assessment. This was where we gathered information on the competitors, their posting habits, and how they feature their case studies/client work. It was cool to be a part of creating the landscape assessment because this is nowhere near my major and I really enjoyed diving into the industry and learning about other agencies and how they market themselves to potential clients as well as potential new hires. I've learned a lot throughout my internship about the digital marketing industry, emerging technologies, and so much more. Bringing our work to life with actual deliverables is exciting because it is material that we can show for our future interviews or jobs we apply for. Everyone in the company has been so supportive of our ideas and it is clear they want our opinions and for us to grow throughout our time here.

On the project management/operations side, I have been tasked with keeping the PTO updated in Workamajig and closing out past projects. I have enjoyed doing the behind the scenes work and keeping everything organized within the project management programs. I met with Scott Hamm, who is the data director at CourtAvenue. I met with him because business analytics is my minor and I wanted to learn more about his role. I found it very interesting, and he mirrored what I have been learning in my ISYS class, that the hard part about data is translating it in a way that will create value for the business.

V. Week of 7/4 - 7/8

What am I specifically working on/doing?

This week I continued working on the internship project with the two other interns. Everything is starting to come together as we started filling out the marketing calendar and putting the finishing touches on the Landscape Assessment. We had the 50% review with our

managers, and they were very pleased with our progress. I really enjoy our managers because every time we meet with them, they seem to get inspired by our work and take everything we bring to them as a chance to learn from us. I pulled some actual numbers from competitors' social media accounts and calculated basic engagement rates for us to figure out what the ideal posting frequency would be for CourtAvenue. This is not something that I have ever done and spending the summer working in digital marketing has led to me appreciating the field a lot.

On the operations, project management side, I was tasked with closing out old “opportunities” in Workamajig (our internal PM tool). These were entries with prospective clients that never materialized. Also, I pulled burn reports (which are reports that show the amount of hours/money burned throughout the project with the client to make sure CA is using their time efficiently and are in a good spot) for two different clients. I then had to transfer those burn reports into the template that the specific client wanted. It was fun to do actual, hands-on client work and I am looking forward to what else I am tasked with doing.

What has surprised me?

I've said this before but something that surprises me is how evident it is that CourtAvenue is a new company, and not in a bad way, but the experience of seeing an organization grow is fun to watch. As I mentioned, I've been working on logging PTO for the company into Workamajig and the company calendar. Last week, Bibi told me that we have altered the way we do it to be more organized. It is cool to be a part of the brainstorming and figuring out what works best for the agency and what doesn't. When we were doing our executive interviews, a couple of people spoke about how passionate they are to make CourtAvenue different from other advertising agencies. Agency life is very fast-paced and there is a lot of work that needs to be done in a short amount of time. This leads to burn out and a high turnover rate. However, CA wants to change that with their company culture and want to have high employee retention. Slowing down how fast they do things and prioritizing work life balance is super important to them. Bourke made a comment in her interview and said that her goal is to have her whole team still at CA in the next couple of years. The appreciation of all the employees and aspiration for a desirable work environment is admirable.

It is a little bittersweet knowing that my internship will be over in 3 short weeks. Al and Mark (two of the intern's managers) mentioned to us that we could potentially stay on as part-time as we finish our senior year, or even come back after graduation. They want us to keep in touch with them regardless which is a comforting feeling and I'm so happy with who I have connected with throughout my time. In these last few weeks, I want to give it my all and really show the employees the value I could bring to the agency, not just for a potential job post-grad, but to further expand my network.

VI. Week of 7/11 - 7/15

This week has been one of my busiest yet at my internship as the final project presentation is a week from Monday. We had our 75% review with our managers on Wednesday which went well. Everything is finally coming together, and we are now

focusing on consolidating our research into a final deck. Aside from that, I have been given a couple of new internal tasks that consist of time logging, double checking work, and organizing communication in slack channels. The new website for CourtAvenue went live a couple of days ago so everyone has been focused on pointing out anything that needs to be tweaked and I record those callouts on the bug tracker. Also, I am responsible for creative how-to guides when it comes to logging PTO (which has been on me all summer). Once I leave, someone will need to take that over and we want to make sure to have training guides for new hires/employees within the agency. It is cool how I am a part of the expansion of CA and working through different processes that may need to be tweaked since the agency is still new. Throughout my time at CA, I've enjoyed sitting in on the production meetings as well as the bi-weekly PMO meetings. While I don't have much to contribute, it is nice that they really include me in all communication and allow me to experience how the business is done on the internal side. I have learned so much not only about digital marketing, but also project management and how small agencies handle internal communications (I'm sure it is much different than a large corporation). I have really connected with the two other interns and feel as though we will remain in contact after the internship wraps up. I feel as though the hardest part about my internship ending is saying goodbye to the many amazing people I have met and worked with throughout the summer, but I know I will keep them close in my network. I can't wait to see CourtAvenue continuously grow and be able to know that I had a small part in that!

VII. Week of 7/18 - 7/22

This week I was traveling to Cabo with my family which brought on a new work environment and learning to manage both traveling and being available to work. While many of my co-workers were telling me to put my laptop down and hangout by the pool, I still set aside the morning to get my work done. With our internship ending next Friday, and our final presentation scheduled for Monday, there is still so much to get done! We had our final check-in with our managers to go over the final presentation and they had all good things to say about it (with a couple of small revisions). Going into the Final Presentation, I am super excited to show the executives and other CourtAvenue team members the work we have done all summer, but I am also a little nervous. I'm usually not one to get nervous when presenting (especially when it is over zoom), but something about this one is nerve wracking. I wrote out a script for my slides that I will read, which will hopefully help me stay on track and get across the information I want to share. Our managers have been teaching us so much and gave great advice about PowerPoint best practice, how to give a presentation to executives, and much more! While my internship is not in supply chain, I know that what I am learning will be applied to my future career (no matter the industry).

I have become super comfortable working with the PM tools such as Workamajig, Jira, and Smartsheets, and I have even become a pro at PivotTables! These are other skills that I know will be very useful in my full-time job. I am looking forward to presenting our deck on Monday, but also disappointed that after the presentation, there won't be much for us to work on! I genuinely enjoy my internship and will be sad when it is over.

VIII. Week of 7/25 - 7/26

The last week of my internship was dedicated to our final presentation, working on the last of our other random tasks, tying up loose ends, and saying our goodbyes. Our final presentation was Monday afternoon, and it went super well. We got so much amazing feedback from the co-founders, the CEO, and other executives. Everyone who saw the presentation had nothing but good things to say and it was a very rewarding feeling. The other two interns and I spent countless hours practicing making sure that everything went smoothly. Kenny and Dan, the co-founders, seemed eager to begin working off our recommendations for their marketing plan. It was a great feeling to know that what we worked so hard on would be implemented into the company. I am so grateful to everyone at CourtAvenue for giving us this experience and for teaching me so much. This was their first internship program, and I think it was a great opportunity.

I went into this internship somewhat dreading the fact that I would have to work over the summer, but if I could do it again, I would in a heartbeat. I met so many amazing and intellectual people throughout my time and I know that I will keep in continuous contact with not just my managers and other employees, but also the two other interns (Amy and Gabriella). Although we are all in different parts of the country, we formed a close friendship throughout the past 2 months, and I can't wait to see all they accomplish in the future as well. My last tasks were to create how-to guides on logging PTO and creating a project schedule in our project management tool so that they can teach new hires and other project managers easily. It is so rewarding to know that what I did will have a lasting impact on the company. I cannot wait to watch CourtAvenue grow and see how they build out their marketing strategy. This was an amazing experience and I know no one there will ever be a stranger.