



Oddity

AGENCY VETTING | *From people who have watched brands light money on fire with a smile on their face.*

We're a rarity in the industry – here to help brands stand out, not fit in.

We work alongside brands as strategic partners, not vendors, helping them clarify their story, strengthen their presence, and build systems that support sustainable growth.



Most agency failures are predictable — If you know how to look.

Agency relationships rarely fall apart because of effort or intent. They fail because misaligned incentives, vague economics, and unexamined assumptions are baked in from day one. The right questions surface those risks early — before contracts are signed and budgets are committed.

We hope you find real value in these vetting procedures because we genuinely want every brand we come in contact with — big or small — to succeed. Clear expectations, honest economics, and the right partners don't just protect budgets; they create the conditions for lasting growth.

Alignment test. Ask these questions early.

Before tactics. Before decks.

In previous experience with a brand in our industry, how did you define success for an engagement like ours?

If we look in the rearview mirror in 12 months from now with a “*failed*” engagement, what would have been most likely to go wrong?

They will admit to what they are not good at.



What problems are you not good at solving?

Who is this agency *not* a good fit for? Why?

If we don't align on tactics, how do you decide on what (or what not) to recommend?

Red flags: “A good fit for everyone” or “we can do it all”, no opinion on what won't work



Strategy Reality Check.

This is where expensive nonsense hides.

Strategy should lead every marketing decision. EVER!



Walk me through your strategic process before execution work begins.

What assumptions do you have about our business and our industry?

How do you pressure-test those assumptions?

What would you recommend if budget were half of this?

Red flags: No mention of constraints, “learn as we go”



The talent truth. Or lack thereof.

You're not hiring a logo. You're hiring humans.

NOTE: If senior leadership will be working on your day-to-day projects, this is not a positive. It means they are short-staffed or they don't trust the team they have. Don't be fooled.

What team do you have in place to work on our account day-to-day?

How many accounts does that team currently support?

If our lead leaves in the middle of our project, how will that be handled?

What work of yours is outsourced or white-labeled?

Can we meet the team *before* signing?

Red flags: Senior people sell, juniors working on the projects, vague staffing answers



Economics & Incentives Test

Protect your budget. Always.

NOTE: All hours should be tracked and documented. At a minimum, you should get monthly progress reports that include hour breakdowns. If there is a lot of hours clocked but not much of a move of the needle, something isn't adding up.

Do you earn commissions, kickbacks, or media margins when working with partnering agencies?

How do you handle and prevent scope creep?

How exactly is our fee calculated?

Are senior team members capped or swapped out if utilization spikes?

How do you track and allocate time across all accounts?

What happens if we under-utilize or over-utilize hours?

Red flags: “We *never* scope creep, Only senior staff will be working on your account.”
If it sounds *too* good, it usually is



Measurements that matter.

If it can't be measured, it can't
be defended.

*Make sure that you are able to hit the brakes,
if you need to protect your budget. But understand
that some tactics take time to see results.*



What metrics do you report on regularly for
clients/tactics similar to us?

What metrics do you ignore or feel invaluable
to our needs?

How do you tie performance to revenue or
pipeline?

What's the kill switch if results stall?

Red flags: "Marketing takes time", vanity
metrics front and center



Post-mortem questions

These make bad agencies hotter than a billy goat in a pepper patch

*Listen to this one carefully.
You'll be able to learn a lot listening to their response.*



Tell us about a time a client engagement went wrong?

How could your company have handled it better to prevent it from happening?

What type of client relationship tends to go sideways, even when the work is solid?

What's the hardest feedback a client has ever given you?

What part of your process has changed the most in the last two years - and why?

Why should we hire you instead of our other recommendations? (I like to name a bigger more known agency here)

Red flags: Blaming only the client, process hasn't adapted over the years, knocking on other agencies.



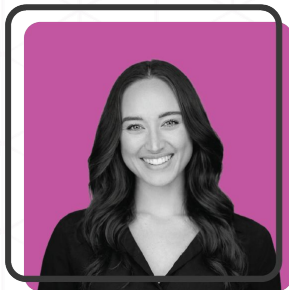
These questions matter because picking an agency isn't a line item — it's a strategic lever that can accelerate growth or bleed budgets, reputation, and time. Most brands fall into the same traps: they reward pitch polish, confuse activity with impact, and fail to uncover the real truth about capabilities, incentives, and risks before a contract is signed. That's exactly why this guide works — it's built on four decades of real agency and brand experience, and it's exactly how we start by vetting external agencies ourselves. While our process can be more thorough with stakeholder and employee interviews, this guiding checklist will help make some decisions easier.

Our team at Oddity has lived both sides of the table: founders and operators who have owned agencies, led global marketing teams, and collaborated with world-class brands like LEGO, YETI, Nike and Morgan Stanley. Because of our experience working in agencies, we've seen what a mismatch costs in time, momentum, and millions — and we've also seen what happens when the right partner is unlocked. This isn't theory — it's the distillation of hard-won insights that keep relationships productive instead of painful.



**Jonathan Wilson | Founder - Head of Partnerships**

The Oddity spark, Jonathan is a 15 year veteran of the global marketing, generating millions in revenue for agencies. He's navigated some of the most complex campaigns and strategies and worked with some of the largest brands in the world such as Nike, Morgan Stanley, Disney, MLB, and many more.

**Jenna Hoffman | COO - Brand Strategy**

Jenna brings a rare inside-the-walls perspective to how brands and agencies work together. As a former Director on Fidelity's in-house creative team, she understands the pressure, politics, and pace in-house creatives face every day.

**Joel Carter | Partner - Director of Strategy**

The heart of Oddity, Joel is a strategic mastermind with 20+ years of experience in branding and marketing. His keen insights and innovative approaches have made him a trusted advisor for brands looking to elevate their marketing efforts. Joel has worked with a diverse range of companies, consistently delivering exceptional results and building strong, lasting partnerships.



While we work
with brands of all
sizes, these top
brands trust have
trusted our team.

PING®



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3M

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THANK YOU