

Going from Anxiety to Clarity



Welcome to:

PART 1



CARL SMITH
Host and
Moderator



TOM O'NEILL
Co-Presenter



KARL SAKAS
Co-Presenter

PART 1

What to expect: from today & next week

NOTES:

- **Use the private Slack channel:**
`#agency-growth-workshop-going-from-anxiety-to-clarity`
- **Open a doc to take notes**
- **How you might benefit, depending on your role:**
 - Owner / CEO
 - Exec / COO / VP / Head of Ops
 - Head of Growth

COMMITTING TO A GROWTH MINDSET

Karl Sakas



PART 1

One way to go from Anxiety to Clarity



'Manifestation' is BS... but Mindset Matters

“Opportunity is missed by most people because it is dressed in overalls and looks like work.”

Thomas Edison

“I have not failed. I've just found 10,000 ways that won't work.”

Also from Edison

What gets in the way, on planning ahead?

Team doesn't get it done

Client drama

**You want to think ahead...
but don't have time**

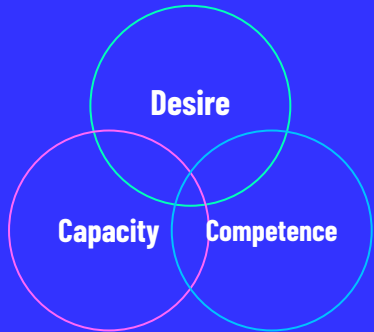
Espresso descaling

SHARE IN CHAT:

What makes it hard to
plan ahead?

Some things to try instead

You need 3 things in a Venn Diagram:



Clarify “Swim Lanes,” around who’s in charge of what

**Nail down the six agency roles:
AM, PM, SME, Client Strategist,
BizDev, and Support**

But there’s something you need to do first...

The right mindset

("manifestation" alone won't do it)



Clear vision of where you're going

(so you can build a plan, AND enlist
your team's help)

ACTIVITY

Guided Meditation: Imagine Your Ideal 2024



Record What You Noticed About Your Ideal 2024

NOTES:

Today is Monday, December 31, 2024.

It's a great day, because: _____

**“A mistake is simply another way
of doing things”**

Katherine Graham

**“All sins are forgiven once you
start making a lot of money.”**

RuPaul

FORECASTING DRIVES FOCUS, AND RESULTS

Tom O'Neill

PART 1



From heroic to strategic

Heroic	Operational	Strategic																														
<ul style="list-style-type: none"> • Opportunistic • Reactive 	<ul style="list-style-type: none"> • Measured • Consistent 	<ul style="list-style-type: none"> • Forward Looking • Confident 																														
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Stuck Point

Where's the fire?



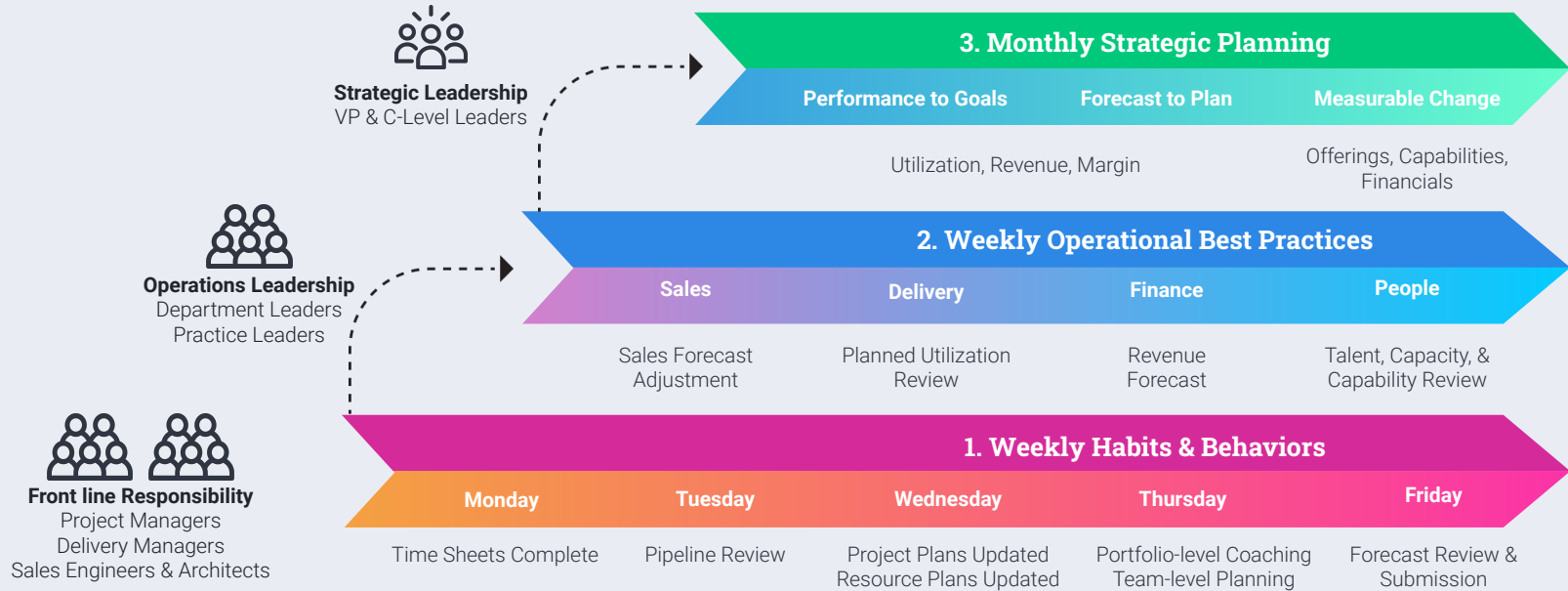
Forecasting isolates opportunity



“It is better to be approximately right than precisely wrong.”

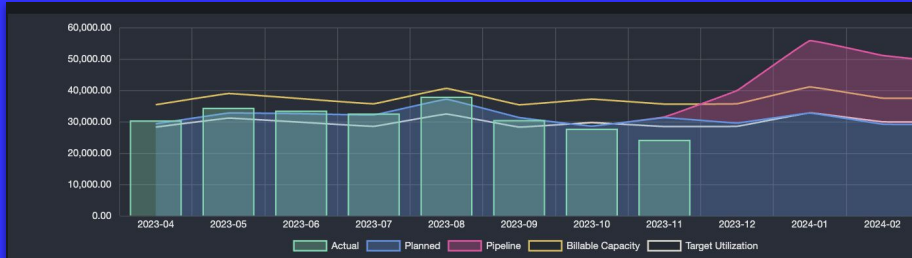
Warren Buffett

Forecasting is a team sport, not a crystal ball



Build foresight from the front line

Data removes ambiguity



By Department | By Role | By Person | By People Location | By Tag | Variance Key: Under Over | Search

Department	Dec 2023					Jan 2024					Billable Capacity	Planned Pipeline
	Billable Capacity	Planned Pipeline	Planned Utilization	Projected Utilization	Planned v. Capacity	Billable Capacity	Planned Pipeline	Planned Utilization	Projected Utilization	Planned v. Capacity		
Data & Analytics	5,240.00	248.00	4,865.49	4,865.49	-374.51	6,026.00	740.56	5,756.24	5,756.24	-269.76	5,502.00	856.00
Design	6,720.00	2,517.20	8,499.77	8,499.77	1,779.77	7,728.00	3,899.12	10,567.36	10,567.36	2,839.36	7,056.00	3,204.00
Engineering	21,120.00	6,185.21	23,053.29	23,053.29	1,933.29	24,272.00	16,321.14	35,000.65	35,000.65	10,728.65	22,176.00	15,975.00
Product Management	2,720.00	1,419.20	3,615.62	3,615.62	895.62	3,128.00	2,079.84	4,563.44	4,563.44	1,435.44	2,856.00	1,860.00

What should we be forecasting?

1. Planned Utilization
2. Planned Revenue
3. Capacity (revenue & utilization)
4. Pipeline Revenue & Demand on Capacity
5. *Advanced: Planned Margin*

And... we should do this in the context of targets

ACTIVITY

See the Growth 'Levers' that Matter Most



'How much of your success do you attribute to your hard work and intelligence, and how much to luck?'

Guy Raz - How I built this



Where's the gap?

Organization Goals	Conversion Targets				Quarterly Goals			Q1	Q2	Q3
Annual Revenue Goal	\$6,500,000	Bid-to-win	50%		Existing Rev	\$724,500	\$776,250	\$569,250	\$200,000	\$200,000
Average Deal Size	\$250,000	Qualified	80%		New Logo Rev	\$575,500	\$848,750	\$1,445,750	\$1,350,000	\$1,350,000
Net New	64.97%	Leads	25%		Total Revenue	\$1,300,000	\$1,625,000	\$2,015,000	\$1,550,000	\$1,550,000
Existing Customers	35.03%	Activities	400%		Bookings	\$1,430,000	\$1,787,500	\$2,216,500	\$1,710,000	\$1,710,000
					Pipeline	\$2,602,600	\$3,253,250	\$4,034,030	\$3,120,000	\$3,120,000

Revenue Distribution	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Revenue - Existing	\$207,000	\$258,750	\$258,750	\$258,750	\$258,750	\$258,750	\$258,750	\$155,250	\$155,250
Revenue - New Logos	\$226,333	\$174,583	\$174,583	\$282,917	\$282,917	\$282,917	\$412,917	\$516,417	\$516,417
Total Revenue	\$433,333	\$433,333	\$433,333	\$541,667	\$541,667	\$541,667	\$671,667	\$671,667	\$671,667

New Logo Quotas	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Bookings	\$226,333	\$174,583	\$174,583	\$282,917	\$282,917	\$282,917	\$412,917	\$516,417	\$516,417
Pipeline Value	\$411,927	\$317,742	\$317,742	\$514,908	\$514,908	\$514,908	\$751,508	\$939,878	\$939,878
Closed Won Deals	1	1	1	1	1	1	2	2	2
Proposals Out	2	2	2	2	2	2	4	4	4
Qualified Opportunities	3	3	3	3	3	3	5	5	5
Leads	10	10	10	10	10	10	20	20	20
Activities	40	40	40	40	40	40	80	80	80

Revenue Actuals	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Revenue - Existing	\$125,000								
Revenue - New Logos	\$280,656								
Total Revenue	\$405,656								

New Logo Actuals	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Bookings	\$280,656	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Pipeline Value	\$228,212	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Closed Won Deals	4	0	0	0	0	0	0	0	0
Proposals Out	28	0	0	0	0	0	0	0	0
Qualified Opportunities	10	0	0	0	0	0	0	0	0

What's your goal, what's booked..

1. Account for booked revenue
2. Estimate conversion points
3. Consider conversion points
4. Breakdown the goal by Q & M
5. Create bookings targets (new)
6. Create extension targets (existing)
7. Consider working "levers"
8. Consider new strategies

Where are we starting from?

Organization Goals	Conversion Targets			Quarterly Goals				
				Q1	Q2	Q3	Q4	
Annual Revenue Goal	\$6,500,000	Bid-to-win	50%	Existing Rev	\$724,500	\$776,250	\$569,250	\$200,000
Average Deal Size	\$250,000	Qualified	80%	New Logo Rev	\$575,500	\$848,750	\$1,445,750	\$1,380,000
Net New	64.97%	Leads	25%	Total Revenue	\$1,300,000	\$1,625,000	\$2,015,000	\$1,560,000
Existing Customers	35.03%	Activities	400%	Bookings	\$1,430,000	\$1,787,500	\$2,216,500	\$1,710,000
				Pipeline	\$2,602,600	\$3,253,250	\$4,034,030	\$3,120,000

Revenue Distribution	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
Revenue - Existing	\$207,000	\$258,750	\$258,750	\$258,750	\$258,750	\$258,750	\$258,750	\$155,250
Revenue - New Logos	\$226,333	\$174,583	\$174,583	\$282,917	\$282,917	\$282,917	\$412,917	\$516,417

Customer	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Burton Snowboards	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Ride Snowboards	\$0	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000		
Girl Skateboards	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000			
Dinos Must Die	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000					

Closed Won Deals	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
Proposals Out	2	2	2	2	2	2	4	4
Qualified Opportunities	3	3	3	3	3	3	5	5
Leads	10	10	10	10	10	10	20	20
Activities	40	40	40	40	40	40	80	80

Revenue Actuals	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
Revenue - Existing	\$125,000							
Revenue - New Logos	\$280,656							
Total Revenue	\$405,656							

New Logo Actuals	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Bookings	\$280,656	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Pipeline Value	\$228,212	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Closed Won Deals	4	0	0	0	0	0	0	0	0
Proposals Out	28	0	0	0	0	0	0	0	0
Qualified Opportunities	10	0	0	0	0	0	0	0	0

What's your goal, what's booked..

1. Account for booked revenue
2. Estimate conversion points
3. Consider conversion points
4. Booked revenue by Q & M
5. Conversion targets (new)
6. Create extension targets (existing)
7. Consider working "levers"
8. Consider new strategies

What's our batting average?

Leads

(25% Conversion)

Qualified Opportunities

(80% Conversion)

Proposals Delivered

(50% Conversion)

New Customers

Conversion Targets	
Bid-to-win	50%
Qualified	80%
Leads	25%
Activities	400%

What's your goal, what's booked..

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How much luck do we need?

What's your goal, what's booked..

Organization Goals	Conversion Targets			Quarterly Goals			
Annual Revenue Goal	\$6,500,000	Bid-to-win	50%	Existing Rev	\$724,500	\$776,250	\$589,250
Average Deal Size	\$250,000	Qualified	80%	New Logo Rev	\$575,500	\$649,750	\$1,443,750
Net New	64.97%	Leads	25%	Total Revenue	\$1,300,000		
Existing Customers	35.03%	Activities	400%	Bookings	\$1,430,000		
				Pipeline	\$2,602,600		

Revenue Distribution	Jan	Feb	Mar	Apr	May	Jun
Revenue - Existing	\$207,000	\$258,750	\$258,750	\$258,750	\$258,750	\$258,750
Revenue - New Logos	\$226,333	\$174,583	\$174,583	\$282,917	\$282,917	\$282,917
Total Revenue	\$433,333	\$433,333	\$433,333	\$541,667	\$541,667	\$541,667

New Logo Quotas	Jan	Feb	Goal			
			Low	Mid	High	Goal
Bid-to-win			34%	41%	75%	50%
Bookings	\$226,333	\$174,583	100%	110%	120%	110%
Pipeline Value	\$411,927	\$317,744	125%	182%	275%	182%
Closed Won Deals	1					
Proposals Out	2					
Qualified Opportunities	3	3	3	3	3	3
Leads	10	10	10	10	10	10
Activities	40	40	40	40	40	40

1. Account for booked revenue
 2. Estimate conversion points
 3. Consider conversion points
 4. Breakdown the goal by Q & M
 5. Create bookings targets (new)
 6. Create extension targets (existing)
- working "levers"
- new strategies

Bottoms up Funnel

Organization Goals		Conversion Targets		Quarterly Goals			
Annual Revenue Goal	\$6,500,000	Bid-to-win	50%	Existing Rev	Q1	Q2	Q3
Average Deal Size	\$250,000	Qualified	80%	New Logo Rev	\$724,500	\$776,250	\$569,250
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Quarterly Goals	Q1	Q2	Q3	Q4
Existing Rev	\$724,500	\$776,250	\$569,250	\$207,000
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Total Revenue	\$1,300,000	\$1,625,000	\$2,015,000	\$1,560,000
Bookings	\$1,430,000	\$1,787,500	\$2,216,500	\$1,716,000
Pipeline	\$2,602,600	\$3,253,250	\$4,034,030	\$3,123,120

Revenue Actuals	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
Revenue - Existing	\$125,000							
Revenue - New Logos	\$280,656							
Total Revenue	\$405,656							
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Bookings	\$280,656	\$0	\$0	\$0	\$0	\$0	\$0	\$0
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Proposals Out	28	0	0	0	0	0	0	0
Qualified Opportunities	10	0	0	0	0	0	0	0
Leads	63	0	0	0	0	0	0	0

What's your goal, what's booked..

1. Account for booked revenue
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How do we produce opportunities for good luck?



- ## What's your goal, what's booked..
1. Account for booked revenue
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 7. Consider working "levers"
 8. Consider new strategies

Set expectations, measure what we expect

				Quarterly Goals				
				Q1	Q2	Q3	Q4	
Average Deal Size	\$250,000	Qualified	50%	Existing Rev	\$724,500	\$776,250	\$569,250	\$207,000
Net New	64.97%	Leads	25%	New Logo Rev	\$575,500	\$848,750	\$1,445,750	\$1,353,000
Existing Customers				Total Revenue	\$1,300,000	\$1,625,000	\$2,015,000	\$1,560,000

Actuals	Jan	Feb	Mar	Apr
Revenue - Existing				
Revenue - New Logo				
Total Revenue				
Pipeline Value	\$524,600	\$653,600	\$653,600	\$653,600
Closed Won Deals	3	1	0	1
Proposals Out	4	2	1	1
Qualified Opportunities	3	3	3	3
Leads	2	4	1	2
Activities	111%	125%	125%	125%
Bid-to-win	75%	50%	0%	100%

**'but we're more
relationship based...'**

What are the levers?



Breakout Groups:

– What are the levers you’re currently using?

- Operational efforts for new business
- Ad Hoc efforts for new business
- Mystic Energy

– What are some strategies we’ve seen work

- New revenue from new customers
- New revenue from existing customers

Let's take a break

Q&A + HOMEWORK



HOMework

Your Homework for Next Week:

Accelerate Your Progress
⇒ **TACTICAL GOALS, for QUICK WINS**

FOR NEXT WEEK:



– **Planning and forecasting to win in 2024:**

- Working backwards from your goals
- Building a Revenue Plan

– **Strategic Growth Initiatives:**

- Align on strategies
- Identify tactics we can start this week
- Work with your team to prioritize and activate

Strategic Initiatives

Quarterly Business Reviews



Effort: 2 - 4 weeks
Impact: \$1M in Retention & Expansion Revenue

Objective

Grow and retain our best accounts by adopting best practices for Quarterly Business Reviews so we can take a proactive, leadership role in their strategy and execution.

Results

- All Strategic Accounts Identified
- QBRs held with each Strategic Account
- 135% of 2024 Existing Customer Revenue Target identified

How we'll get there

- Identify Key Accounts
- Forecast Revenue, booked & target
- Develop QBR Template
- Assign Cross Functional Account Teams
- Leverage Internal Review Sessions
- Drive customer QBR Sessions

Thought Leadership Video Series



Effort: 4 - 6 weeks
Impact: 36 New Qualified Leads in the first 6 months

Objective

Build demand in our market by establishing ourselves as thought leaders & leveraging a series of short videos to share our knowledge and experience with the community.

Results

- 2 Videos Per Month
- 500 Views Per Video
- 50% Increase in Web Traffic
- 6 New Leads Attributed from Videos Per Month

How we'll get there

- Identify Key Topics
- Plan Content Structure
- Film Engaging Videos
- Optimize for SEO
- Share Across Platforms

Intent Based Marketing



Effort: 2 - 3 weeks
Impact: 30 new leads in the first three weeks

Objective

Identify and connect with business leaders that are actively pursuing the services that we provide by leveraging modern tools and technologies for intent based marketing.

Results

- 10 new prospects enrolled per week
- 1 new lead for every 10 prospects enrolled
- 2 new projects for every month of marketing!

How we'll get there

- Identify Ideal Customer Profile (ICP)
- Determine Key Intent Signals
- Setup Zoominfo, Configure Intent Signals
- Design Simple Outbound Campaign
- Identify Prospects (weekly)
- Engage Prospects with Multi-Channel approach
- Stay Compliant! (GDPR & CCPA)

Reposition with Industry Focus



Effort: 10 - 24 weeks
Impact: Increased revenue by 50% and margin by 100%

Objective

To become a specialized leader in a chosen industry, enhancing market share, client relations, and profitability through tailored solutions and distinct market positioning.

Results

- Growth: Expand client base in target industry.
- Market Share: Achieve dominant position in niche.
- Profit Margin: Increase through specialized offerings.
- Client Retention: Strengthen long-term relationships.
- Brand Recognition: Establish as industry expert.

How we'll get there

- Identify Target Industry
- Analyze Market Trends
- Develop Unique Positioning
- Redesign Brand Elements
- Tailor Service Offerings
- Launch Marketing Campaign
- Monitor, Adjust Strategy

Where to Start

HIGH
↑
IMPACT
↓
LOW

Intent Based Marketing

Objective
Identify and connect with business leaders that are actively searching for services that are possible by leveraging modern tools and technologies for intent based marketing.

Results

- 10 new prospects enrolled per week
- Lead back for every 5 prospects enrolled
- Low churn for every month of enrollment

How we'll get there

- Identify Ideal Customer Profile (ICP)
- Identify the right signals
- Setup Account, Campaign and Segments
- Setup creative and ad copy
- Identify Program (source)
- Setup Program with the right channel approach
- Run Campaign (DSP & CPM)

Reposition with Industry Focus

Objective
To become a specialized leader in a chosen industry, enhancing market share, client relations, and profitability through targeted retention and strategic member positioning.

Results

- Identify Specialized member target industry
- Member Share: Achieve desired percentage within
- Programs: Increase strategic program enrollment
- Client Retention: Strengthen long-term relationships
- Member Service: Optimize
- Brand Perception: Establish an industry expert

How we'll get there

- Identify Target Industry
- Member Share: Track and report
- Programs: Create and launch
- Client Retention: Develop and execute
- Member Service: Optimize
- Brand Perception: Establish an industry expert

QUICK WINS
Low Effort & High Impact

BIG BETS
High Effort & High Impact

Quarterly Business Reviews

Objective
Reduce and increase lead activity by adjusting lead practices for Quarterly Business Reviews so we can take a proactive, leadership role in their coverage and execution.

Results

- All Strategic Accounts Identified
- 100% of all QBRs completed
- 100% of QBRs Exceed Customer Revenue Target Identified

How we'll get there

- Identify Key Accounts
- Formalize Review, Script & Script
- Develop QBR Template
- Assign Leads and Review Account Targets
- Launch Internal Review System
- Develop Internal QBR Scorecard

Thought Leadership Video Series

Objective
Build brand and our member's credibility, expertise and thought leadership & bring a variety of client issues to the surface. Knowledge and experience with the community.

Results

- 2 Videos Per Month
- 10K Views Per Video
- 80% Increase in Lead Traffic
- 4 New Leads: 4-8 Leads Per Video Per Month

How we'll get there

- Identify Key Topics
- Plan Content Structure
- Finalize Script
- Optimize for SEO
- Share Across Platforms

INCREMENTAL
Low Effort & Low Impact

HARD SLOGS
High Effort & Low Impact

LOW ← EFFORT → HIGH

Extended Q&A next week!



Challenge:

Post your homework commitments to Slack.