

Every company needs
financial balance.

Whether involved in
interactive, public relations,
advertising, graphic design or
another marketing
communication discipline you
will get the advice you need
to grow, be financially sound
and capitalize on both
opportunity and challenge.

Financial Firepower Workshop

*Increase the Performance of Your Marketing Communications Firm
Scottsdale, AZ—October 14-15, 2010*

The Lighthouse

The Nova Scotia lighthouse, or any lighthouse is just a symbol for what I think represents the isolation owners of small marketing firms feel in their own markets.



We just can't go across the street to a competitor and ask about the business and expect to get a straight answer. So, we go to our bankers, accountant or trusted friends to get some advice and direction.


The problem? All are willing to help, but not one of them has the **experience of owning a marketing agency. They just haven't** experienced the challenges we face.

Fifteen years ago, I decided to create the Management Roundtable where owners from different markets could come together in groups of 12-15 and learn the finer points about operating the business. I was amazed at the response.

There is just something different about sitting in a boardroom with a few people with common interests instead of sitting in an auditorium **with 40 to 100 people listening to speakers. There just isn't any** interaction between participants until the conversations during refreshments and meal time.

The ability to sit one-on-one or with a small group and candidly discuss challenges of operating a small market firm at a Management Roundtable has proven to of tremendous value.

While the Nova Scotia lighthouse keeper may be somewhat isolated, **you don't need to be. You can participate in Management** Roundtables with your peers and learn how to really get the most out of your firm.

The background of the entire page is a collage of US dollar bills and coins. The bills are mostly \$100 bills, with some \$20 bills visible. The coins are mostly quarters. The image is a close-up, slightly angled shot, showing the texture and details of the currency. The text is overlaid on a light green rectangular area in the center.

About us.

We are a pretty simple outfit. As a consulting company, we work only with privately owned marketing firms who have less than 25 people on staff. Most of our clients have 8 to 25 employees and are spread from Maine to California and Florida to Washington State. We pretty much stay in the lower 48 states, although several of our AMR networks have held semi-annual meetings in Hawaii, Canada and Mexico.

The essence of AMR management consulting is to help clients obtain information and advice which leads to a real and lasting solution of a problem.

We are well known for our determination to help clients develop agency positioning/branding; set goals and business planning; organizational, management, financial, marketing and operating system/process **strategies. These don't have to be difficult to understand or implement. We just remind our clients you need to spend some time working "on" the business as well as time working "in" the business.**

Our clients include advertising agencies, graphic design and public relations firms, media service and interactive firms. AMR programs are geared to agency owners, senior managers and their account service staff.

Management Roundtables are boardroom style meetings where 12 to 15 agencies from non-competing markets come together for intense training and open collaboration. Programs concentrate on the organization and optimization of your business.

Workshops are designed for training staff and managers. The two most popular workshops are the Account Executive BootCamp and Financial Firepower. This year, by popular demand, we have put together the Strategic Account Management Workshop that will focus on selling **solutions to a client's business problem. What a client buys is not social marketing or a direct mail program, they buy solutions to their problems.**

The Faculty—Dave Wood

I am the founder and principal of Agency Management Roundtable in 1994. I am a former advertising agency owner. My agency specialized in developing marketing programs for clients in B2B and B2C segments.



I hold degrees in Economics, Accounting, Marketing and Business Organization and Finance.

As a seasoned agency owner and consultant to hundreds of firms in the marketing communications field I have brought experience and vision when helping clients build a better life for their families, businesses and **eventual retirement. I do not borrow “big agency” tactics and pretend they will work in smaller firms.** We have our own unique set of challenges we must master as do the larger firms.

For many years, I have written MarketWise, a newsletter for owners of small marketing communications agencies. I have also contributed four **manuals: The Agency User’s Manual, The Master Planning Process, The AMR Policy and Benefits Workbook, and How Marketing Makes the Advertising Work.**

I have also held more than 100 Management Roundtables and Account Executive BootCamps over the last 15 years. I speak at industry events when those events focus on firms with less than 25-30 employees.

Although I do not blog or twitter you can write me at dave@agencyroundtable.com and I will be happy to answer your questions.



The Roundtable Agenda

THURSDAY, DAY ONE

- 8:00 a.m. **Welcome to Financial Firepower**
Announcements: Meeting information, schedules, general housekeeping
- 8:15 a.m. **Introduction of the Roundtable members**
- 8:30 a.m. **AMR Money Management Fundamentals**
- Adjusted Gross Income
 - Salaries •Overhead•Other Income/Expense•EBITDA
 - Key Benchmarks and Performance Targets
- 10:00 a.m. **Break**
- 10:15 a.m. **Financial Statements that Make Sense**
- AMR Suggested Chart of Accounts Format
 - AMR Suggested Income Statement & Balance Sheet Format
- 11:00 a.m. **The Revenue Streams**
- Fees / Retainers
 - Billing for Time (do you still do this?)
 - Mark-ups and Commissions (how can you do this better?)
- 12:00 noon **Lunch as a group.** Be my guest today.
- 1:30 p.m. **Source Documents**
- What are they?
 - **Why you can't get along without them.**
 - Time Records, Purchase Orders, Estimates versus Authorizations
- 3:00 p.m. **Break**
- 3:15 p.m. **Six Points for Better Financial Management**
- Balance the Client Base
 - Control Costs
 - Profit and Sales Techniques
 - Consistent Source Documents
 - The Right Invoicing Policy
 - Financial Software
- 5:00 p.m. **Adjourn for the day**

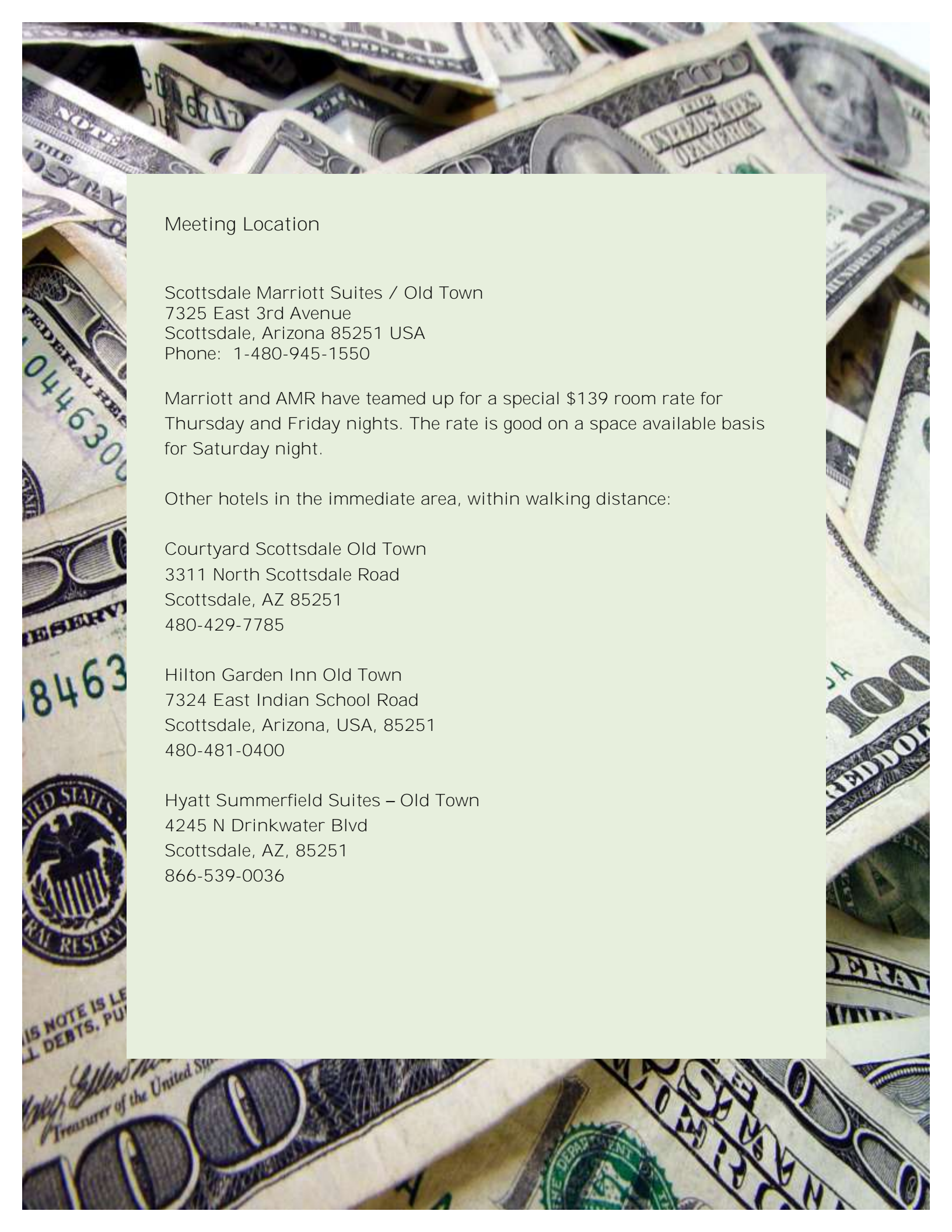
Go to the next page for Friday's Agenda

The background of the slide is a collage of various US dollar bills, including \$100, \$20, and \$10 bills, some partially visible and others more prominent. The bills are scattered and overlapping, creating a textured, financial-themed background.

The Roundtable Agenda

FRIDAY, DAY TWO

- 8:30 a.m. **The Numbers: They can be very simple to understand**
- Computing cost accounted hourly rates (for internal purposes)
 - Billable Employee Hours—how many?
 - The NEW Metric—Full-time Equivalents (FTE) and Profitability
 - Value Prices and Performance Pricing
 - Who decides what is billable and what is not?
 - Forecasting and setting objectives
- 10:00 a.m. **Break**
- 10:15 a.m. **Management Financial Dashboards**
- Developing the Metrics
 - AMR's Agency Report Card
 - AMR's Magic Spreadsheet
- 12:00 noon **Lunch on your own**
- 1:30 p.m. Compensation: Salaries and Benefits
- 2:30 p.m. **Break or Adjourn**
- 2:45 p.m. **OPTIONAL SESSION**
Company Valuation
- The Determining Factors
 - Strengths and Weaknesses of a Merger
 - Selling to Employees
 - Selling to an outsider
- 4:00 p.m. **Adjourn**

The background of the entire page is a collage of various US dollar bills, including \$100, \$20, and \$50 denominations, scattered and overlapping. The bills are shown in different orientations and are slightly out of focus, creating a textured, financial-themed backdrop.

Meeting Location

Scottsdale Marriott Suites / Old Town
7325 East 3rd Avenue
Scottsdale, Arizona 85251 USA
Phone: 1-480-945-1550

Marriott and AMR have teamed up for a special \$139 room rate for Thursday and Friday nights. The rate is good on a space available basis for Saturday night.

Other hotels in the immediate area, within walking distance:

Courtyard Scottsdale Old Town
3311 North Scottsdale Road
Scottsdale, AZ 85251
480-429-7785

Hilton Garden Inn Old Town
7324 East Indian School Road
Scottsdale, Arizona, USA, 85251
480-481-0400

Hyatt Summerfield Suites – Old Town
4245 N Drinkwater Blvd
Scottsdale, AZ, 85251
866-539-0036