

ORGANIC GROWTH

Capturing a Greater Share of Each Client's Spend

Intermarket Agency Network



Mirren provides the advanced training to drive organic growth & new business performance – ultimately, helping your agency capture a greater share of each client's spend

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Laura Matthews, Director of Agency Growth Strategy
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Account + Pitch Teams



Critical Insight



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Client Expectations of Agencies Have Spiked



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More Proactive Leadership
Deeper Strategic Thinking
More Integrated Activation
Business Impact



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Agencies who more proactively lean in,
lead their clients, develop business-building work

Have clients who provide
more work, at higher profits, over a longer tenure

Better clients



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Organic Growth **ROI**



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Organic Growth ROI

You understand the client's business

Door is open, you have a relationship

Most profitable source of new revenue
(Vs. RFPs, Doing Work for Free)



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For RFPs

How much revenue do you have to generate
to throw off enough profit to pay for each pitch?



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Challenges?

Time

Resources

Not a Salesperson

Skill

Client Budgets

Discipline

Plan

Organic Growth Starting Point

Understand the (Real) Needs of Your Clients

Including Those They've Never Mentioned



Shareholder Value

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Clients Are Under Pressure to Perform

© Mirren Business Development



Shareholder Value

Increase

Based on Management's Ability
to Increase Sales + Profits

Ultimately, Increasing
Dividends + Capital Gains for Shareholders

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"I've had a complete shift in buying behavior
over the last 2 years..."

"Media fragmentation and fickle target audiences
continue to be a challenge..."

"Will this pace of change ever slow down?"

"Will this country ever stop being so divisive?"

"What role should DE&I play with my brand?"

"What happens if we make a public misstep?"

"What changes don't I see coming yet?"

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“When will talent become loyal again?”

Not Replacing As Quickly, Now
Slowing Clients Down

But, Translates to Agency Opportunities

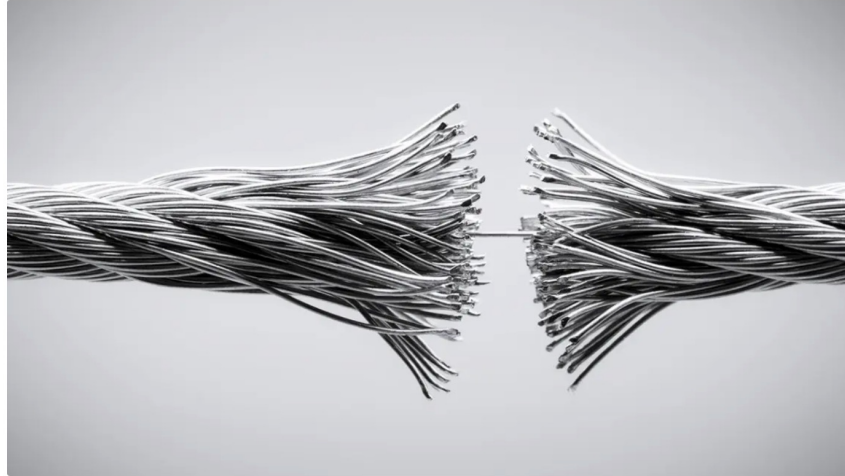
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“With a growing number of agencies focused on
growing my business, why stay with those who aren't?”

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Survey Finds 40% of Brands Might Seek New Agencies



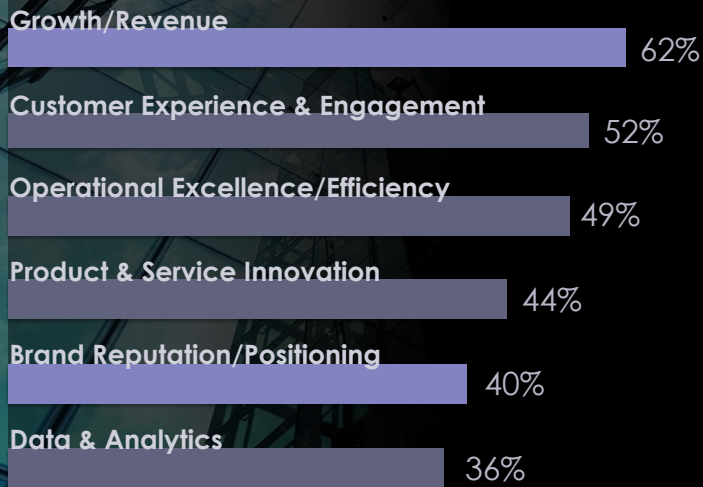
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Clients Are Leaving Agencies
Faster Than Previously Seen

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Key Strategic Priorities for the Organization



World Federation of Advertisers + The Economist Group: The State of Advertising Report © Mirren Business Development

Spirits

- Depletions
- Sell Through Rate
- Display Activity
- Facings/Share of Shelf
- Menu Features/Placements
- Bartender Recommendations
- Sampling
- Case EQV (Equivalents)
- Average Selling Price/Hectoliter
- Sales Volume

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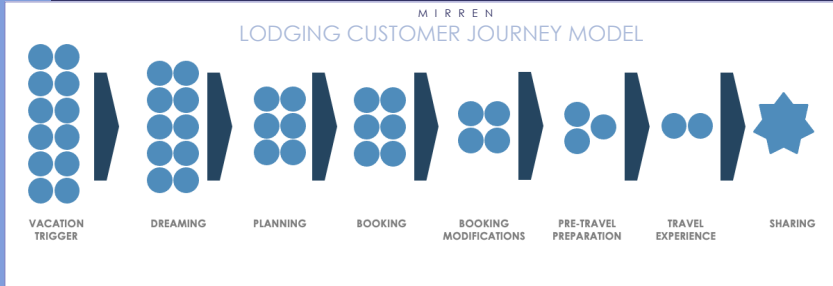


- TRx
- NRx
- Rx Switches
- TRx Converted
- Rxs / Target HCP
- Target HCPs Rxing the Brand
- Rxs / Pharmacy
- Adherence
- Retention / Discontinuations (Patient + HCP)
- Launch Velocity
- Formulary / Payer Coverage
- Support Program Enrollments

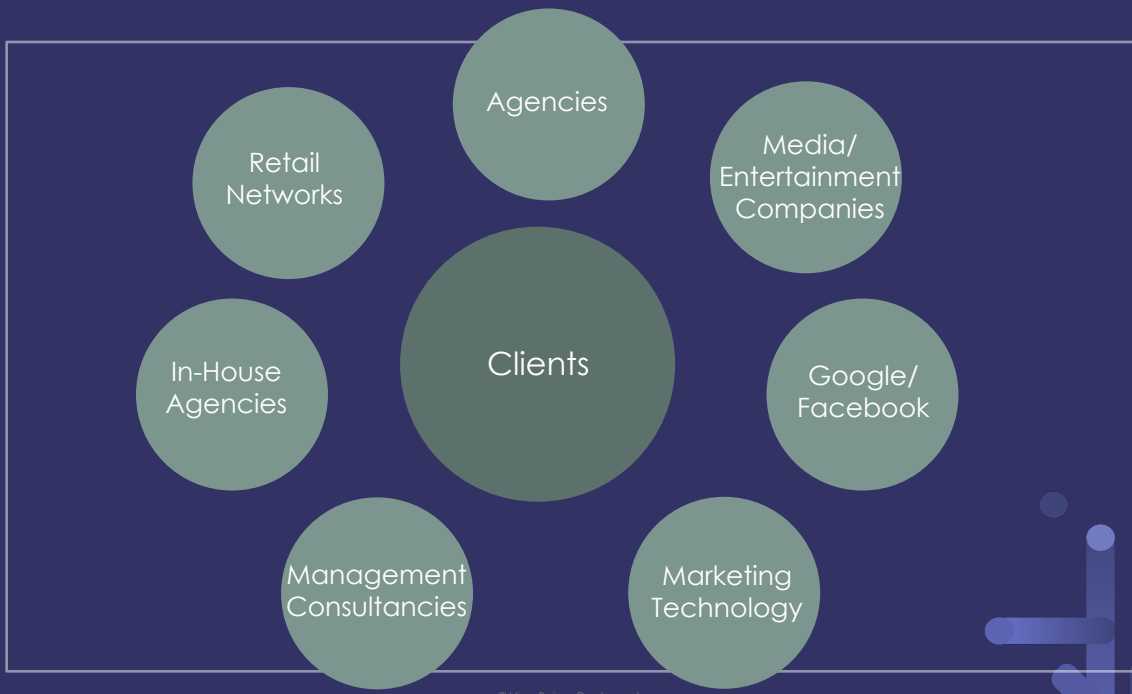
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Full Funnel Impact



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And Now, Clients Are Asking

Who Should Provide Insight, Strategy?

Who Should Provide Activation?

Who Should Provide Technology?

Who Should Provide Measurement?

Should We Just Do It All Ourselves?

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"We first start by digging in with your business. Then, we apply our proprietary five-step process that begins with research and strategic development... finally, what really separates us is that we measure the results and the learning from this, feeds back into the system."

"We're a one-stop agency, with end-to-end services, all under one roof..."

"We create emotional bonds between brands and their consumers..."

"We're a next generation agency, leading digital transformation..."

"We're relentlessly focused on results..."

"We have an entrepreneurial spirit that inspires big creative ideas..."

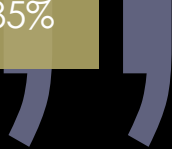
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75% of clients that defected said they were “satisfied”

Satisfaction scores as high as 90% may still see a repurchase rate of only 40%

5% increase in client loyalty often produced a 25% increase in profit, many times achieving up to 85%



Professor Nanda
Harvard Law School

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**Client Satisfaction =
(Service Delivered – Service Expected)**

Deliver what is expected,
You're neutral (not ahead)

Are you delivering or under-delivering
what each client expects/wants?

Over deliver to stay in positive territory



Professor Nanda
Harvard Law School

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MIRREN AGENCY STUDY

The top reason
marketing services agencies feel they lose an RFP
“Too Expensive”

If you perceive something to be too expensive,
doesn't that really mean
You Don't See Enough of a Benefit for the Price?

Too expensive... or just not valuable enough?

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It Doesn't Matter What Kind of Agency You Are

Know This

Someone Client-Side Is Being Forced to Defend the
Budget for Their Work With You

“If you want me to give you this budget for your
agency, what will the return be? How much will they
contribute to our occupancy rate objectives?”

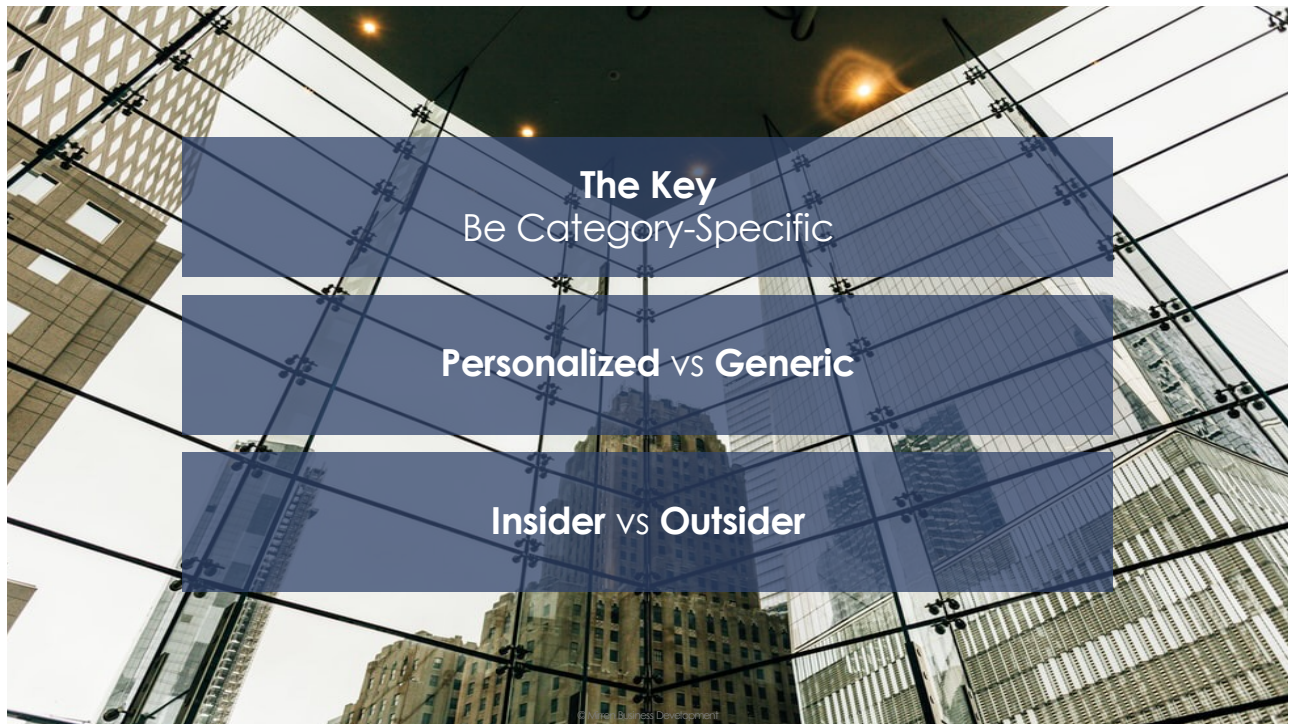
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Why aren't your clients spending more with you?

There's no business value in it



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The Key

Be Category-Specific

Personalized vs Generic

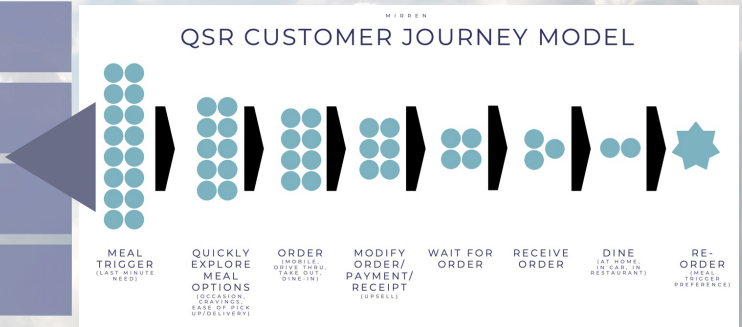
Insider vs Outsider

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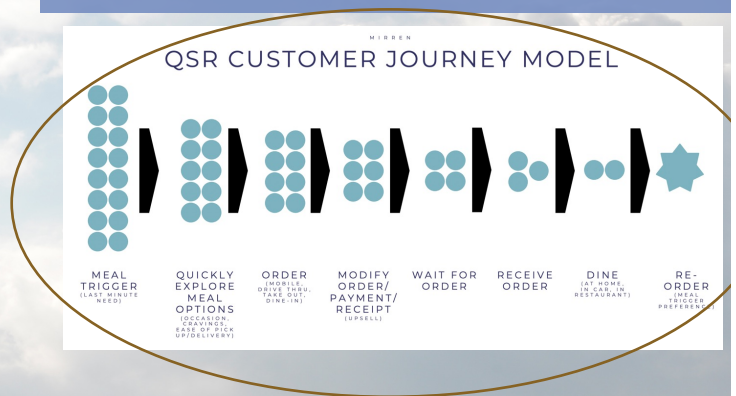
Low-value end of the Journey

Awareness	CTR
Impressions	Followers
Reach	Engagement
Traffic	Buzz




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Think: Full Funnel



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“I know an agency isn't truly results oriented when they use the generic word, 'results.'

In the hotel business, we don't use that word...
we use 'inbound inquiries, occupancy rates, rate per room, cross sell.'

Agencies that have relevant experience just naturally use this insider language.”

Hotel CMO
Top 10 Hotel Brand

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Although You Can't Impact All Client KPIs

You Need to Understand Them

Then, Select the Ones You Can Improve

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“But what about when the client says
the goal is awareness?”



“Why awareness... to what end?”

“Well, we need awareness to increase our
store traffic at breakfast... that would
increase our average check size...”

Now Your Focus Is On **Average Check Size**
(Much More Valuable to the Client)



Briefs Are Not Written
by Senior Decision-Makers

They Are Slammed, Delegating Brief Writing
Down to Lower-Level Marketing Managers

Who Are Not As Strategic As Their Marketing Chiefs

Clients Are (Inadvertently) Setting You Up to Fail

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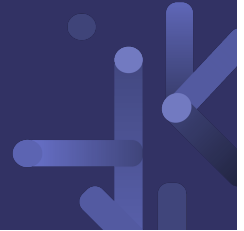
What is the role of creativity, brand, groundbreaking work?



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Don't become a "retail shop," do it all
(brand + business impact)

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Getting More Business From Your Clients

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Account Leads Must Lead

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Two Types Of Account Managers

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Agency Account Teams

"What keeps you up at night?"

"How was your franchisee breakfast daypart this week?"

Accepts the Brief As-Is

Strategically Elevates The Brief

Monitors Awareness, Ctr, Impressions, Site Traffic

Drives Check Size, Comp Sales

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Agency Account Teams

If You're Not Operating In This Way, Your Agency Is Easily Replaced

"How Was Your Franchisee Breakfast Daypart This Week?"

Strategically Elevates the Brief

Drives Check Size, Comp Sales

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The Client Senior Decision-Maker Would Say

“My account team proactively leans in with initiatives to grow my business – consistently. On a day-to-day basis, they anticipate and address my needs as it relates to their role on my team – they make it easy for me.”

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The New
Role Of
Account
Management

Lead
Client Forward
(Assertiveness)

Vs. Subservient
Order Taker

Understand
Client's Business
(Business Model + KPI Analysis)

Vs. Just Understand
Agency Process

Grow
Client's Business
(Business Model + KPI Impact)

Vs. Already Moved On
to The Next Project

Grow
Agency's Business
(Assertive, Actionable, Accountable Plan)

Vs. "The Client Has No
More Budget"

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Grow the Client's Business, Keep them Satisfied
(Deliver The Agency's Work On Spec, On Time, On Budget)



Grow the Account

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It Starts by Understanding Each Client's Business

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Although You Can't Impact All Client KPIs

You Need to Understand Impact

Then, Select the Ones You Can Improve

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The Key

Be Category-Specific

It's the Difference Between
Personalized and **Generic**

It's the Difference Between
An **Insider** and **Outsider**

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Lodging

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Inbound Inquiries
(Volume, Velocity, Quality)

Direct Bookings

Off-Season Bookings

Year-Round Bookings

Rate Per Occupancy

Spend Per Occupancy

Duration of Occupancy

RevPAR

Hotel Services Cross Sell
(F&B, Spa, Golf, Gifts, etc.)



QSR

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Store Traffic/Guest Count
(Daypart)

Table Turnover

RevPASH (Revenue per
Avail Seat Hour)

Average Check Size

Frequency of Visit

Daily Transactions

Comp Sales

Mirren Client KPI Exercise

PART ONE



- 1 Group Up By Agency
- 2 Select One High-Growth Potential Client
(at least one person must know the client well)
- 3 List Out Their Business & Marketing KPIs

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Exercise Hint



“Guerilla Resources”

- Annual Reports
(For Private Companies, See Public Competitors)
- Quarterly Earnings Calls
(See Investor Relations, other online sources)
- Analyst Reports
(i.e., Morningstar.com)
- Management Consulting Firm Sites
- Industry Publications/Journalists
- Slideshare.net

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Exercise Hint

Basic Google Searches

- "(Category) Business KPIs"
- "(Category) Marketing KPIs"



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Mirren Client KPI Exercise

PART ONE

- 1 Group Up By Agency
- 2 Select One High-Growth Potential Client (at least one person must know the client well)
- 3 List Out Their Business & Marketing KPIs (Don't worry about lines blurring between business/marketing KPIs)

LODGING	QSR	PHARMA
Inbound Inquiries (Volume, Velocity, Quality)	Store Traffic/Guest Count (Daypart)	TRx
Direct Bookings	Table Turnover	NRx
Off-Season Bookings	RevPASH (Revenue per Avail Seat Hour)	Rx Switches
Year-Round Bookings	Average Check Size	TRx Converted
Rate Per Occupancy	Frequency of Visit	Rxs / Target HCP
Spend Per Occupancy	Daily Transactions	Target HCPs Rxing the Brand
Duration of Occupancy	Comp Sales	Rxs / Pharmacy
RevPAR		Adherence
Hotel Services Cross Sell (F&B, Spa, Golf, Gifts, etc.)		Retention / Discontinuations (Patient + HCP)
		Launch Velocity
		Formulary / Payer Coverage
		Support Program Enrollments

Take It One Step Further

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- 1 Which Of These KPIs Can Your Agency Impact? (Don't Worry About How or How Much)
- 2 Prioritize the Most Valuable 2 – 3 You Think You Could Impact in Within the Next 3 – 6 Months (If You Were Asked to By the Client)

Mirren Client KPI Exercise

PART TWO

LODGING	QSR	PHARMA
Inbound Inquiries (Volume, Velocity, Quality)	Store Traffic/Guest Count (Daypart)	TRx
Direct Bookings	Table Turnover	NRx
Off-Season Bookings	RevPASH (Revenue per Avail Seat Hour)	Rx Switches
Year-Round Bookings	Average Check Size	TRx Converted
Rate Per Occupancy	Frequency of Visit	Rxs / Target HCP
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		Launch Velocity
		Formulary / Payer Coverage
		Support Program Enrollments

Now, Tie Everything to a Client Benefit

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Research

\$10,800

Research

\$48,800

Uncover the specific consumer insights that can be leveraged to drive your Store Traffic, Average Check Size and Comp Sales

Social Media

\$46,800

Social Media

\$76,800

Increase your Average Check Size objectives – by promoting your new menu items through targeted social media – in a way that compels your customers to choose you over all other QSR options

Account Director

\$139/hr

Account Director

\$239/hr

The dedicated QSR account lead who will direct our entire team and be accountable for the Average Check Size and Comp Sales objectives

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By Correlating Your Services Directly to Business Impact, You Completely Transform Your Proposals

The Frame of Reference Is Client Benefits, Not Agency Services



Prepared for
McDonald's
To Drive Store Traffic, Average Check Size, Comp Sales



When is the right time
to take a new idea forward?

“Just before we wrap up our meeting here, we wanted to mention that we’ve developed a strategy to increase traffic and test drives for your dealers. How about if we book in 45 minutes next week and we’ll walk you through what we’ve uncovered...”

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More Actively Lean In

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Think: Diagnostics

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Use Strategic Models/Frameworks

More Quickly Generate High-Value Strategy

Even Junior People Can Add More Strategic Value

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Let's Look at One of
the Simplest + Most Powerful Strategic Models

Journey Modeling

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Journey Modeling
A Key Organic Growth Tool

Help Identify New Project Ideas
That Clients Will Want to Buy

Help Identify New Opportunities
to Up-Sell and Cross-Sell

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Outline the Target Audience Touch Points

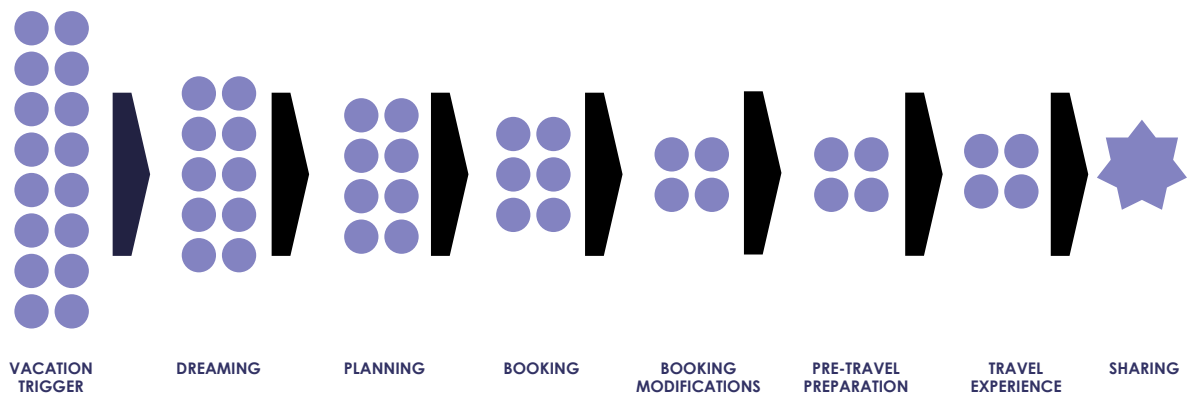
(The Steps a Customer Goes Through in Ultimately Purchasing the Product)

Some Basic Examples...

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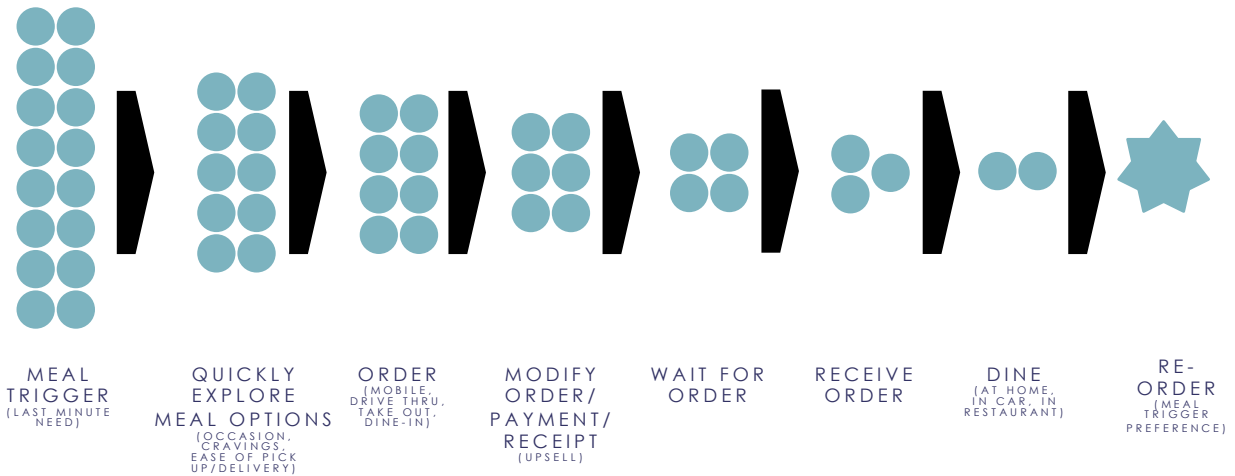
CUSTOMER JOURNEY MODEL LODGING



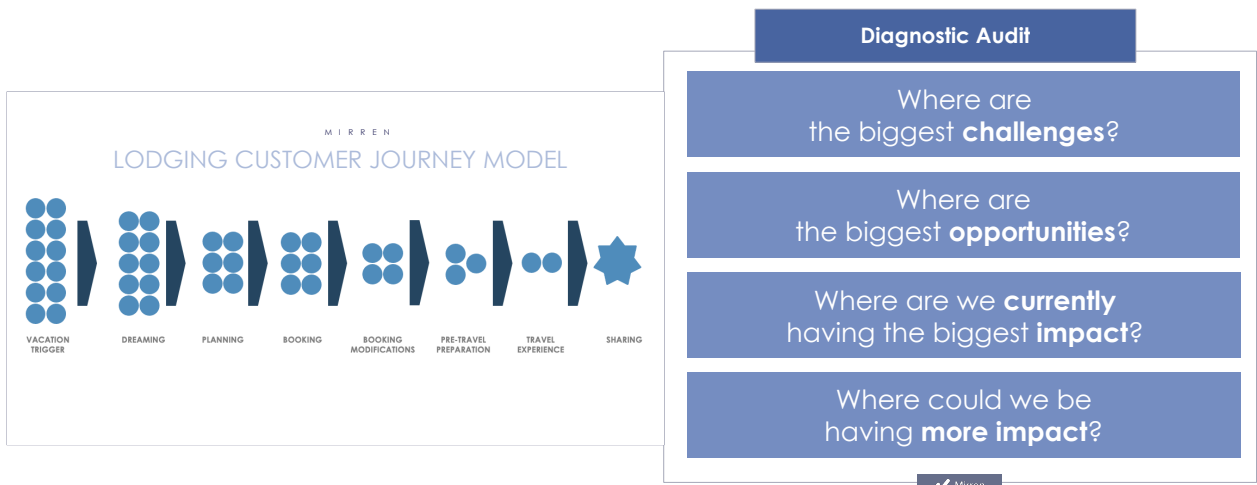
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QSR CUSTOMER JOURNEY MODEL



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As You Identify New Ideas Be Sure They're Worthy

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Talent Insight

When your account people bring forward ideas in the best interest of the client (not just the agency), they become motivated

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What's In It For Your Teams?
With Growth Comes...

More Resources

More Team Members

Raises

Less Day-to-Day Pressure

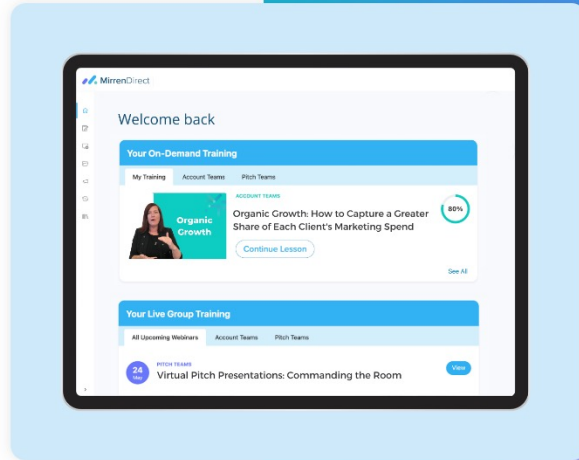
More Autonomy

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Become stronger strategic partners to your clients. Generate more organic growth and new business.

Our live remote and on-demand training transforms your team's ability to better lead your clients, become indispensable partners, generate organic growth and win more new business.



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Account + Pitch Teams

Better Understand & Address Each Client's Business Goals

Stronger Client Leaders

Better Strategic Thinkers

More Proactively Lean In

Consistent Organic Growth

Win More New Business

Direct.Mirren.com

How to Better Understand & Address Each Client's Business

<p>1 Category Business/Marketing KPIs Commercial Insurance</p>	<p># of Leads % Leads to Quote (Quote Rate) % Quotes to Policy Percentage Pending Bind Rate Cost per Quote New Policies</p>	<p>PPC (Policies per Customer) Lapsed Accounts Sales Growth Rate (New Policies + Policy Renewals) Policies in Force per Agent Retention Rate</p>	
<p>2 Typical Brief Objectives</p>	<p>"Build large scale awareness and interest in our new line of small business commercial insurance products" "Highlight how this line can help owners protect their businesses" "Drive traffic to our website to learn more" "Motivate our brokers to get excited about this new product line"</p>		
<p>3 Your New (Prioritized) Brief Objectives</p>	<p>New Leads New Quotes New Policies</p>		

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Account + Pitch Teams

Better Understand & Address Each Client's Business Goals

Stronger Client Leaders

Better Strategic Thinkers

More Proactively Lean In

More Organic Growth

Win More New Business

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04
Oct

ACCOUNT TEAMS

Pre-Emptying Client Departures: Agency/Client Relationship Evaluation

Although clients continue to expand their marketing budgets, they ...

11
Oct

PITCH TEAMS

RFP Software: Faster, More Efficient Submissions

Guest Speaker: Tim Leake With each year that passes, the RFP proce...

18
Oct

ACCOUNT TEAMS

Write an Organic Growth Plan That Is Assertive, Actionable, Accountable

Most agency organic growth plans are a single page, outlining rand...

25
Oct

PITCH TEAMS & ACCOUNT TEAMS

Let's Generate Some Buzz for Your Agency!

Guest Speaker: Theresa Collins, W&K In this session, Theresa C...

02
Nov

PITCH TEAMS

The New Essential Technologies for New Business

Guest Speaker: Bonnie Buie, Catapult Damn, there's a lot of option...

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Let's do this!



Mirren provides the advanced training to drive organic growth & new business performance – ultimately, helping your agency capture a greater share of each client's spend

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