



smart.
creative.
connected.



RESULTS
THAT COUNT.

REPUTATIONS
THAT MATTER.

Managing for Results and Profits In Good Times and Bad

By Tom Gable

Counselors Academy
June 1, 2009

Why We Are Here Today



- *Establish the importance of creating a results culture*
- *Learn what clients think are the most important characteristics of an agency in good times and bad*
- *Review the basic elements for developing and managing a results-oriented agency*
- *Discuss different approaches to creativity and long-range planning that lead to enduring client relationships*
- *Review different methods and tools for monitoring agency performance, productivity, trends*
- *Get strategic in analyzing data, developing scenarios and identifying critical factors for future success*

Top Ten Reasons for Embracing Results



- 10. You build strategy into your culture*
- 9. Find new competitive advantages over other agencies, consulting firms, other miscreants*
- 8. Start filling an agency trophy case that is as empty as a super model's refrigerator*
- 7. Prevent the client from hitting the "delete agency" button in tough times and low ROI on PR*
- 6. Help the new client contact understand PR strategy, planning and outcomes*

Top Ten Reasons for Embracing Results



- 5. It's almost time for the Nordstrom half-yearly sale*
- 4. The bank has called your loan*
- 3. The stress reduction therapy and yoga classes cost twice what you expected*
- 2. You need to have a good answer for when your kids ask you what you do for a living*





And, the No. 1 Reason



1. *Because the client wants and needs results to continue and grow the relationship*



What Many Firms Are Selling



- *Time*
- *Media relations*
- *Networking*
- *Connections*
- *Parties, parties, parties*
- *Impressive teams*
- *Front page of the WSJ, cover of Time*
- *Social media expertise*
- *Clips*

What clients want from an agency

- *Strategic thinking*
- *Creativity*
- ***Proactive*** *client service, enthusiasm*
- *Critical, honest consulting*
- *Professionalism, integrity*
- *Responsiveness, accessibility*
- *Empathy, intuitiveness, industry knowledge*
- *Budget management*
- *Results*
- *Loyalty*



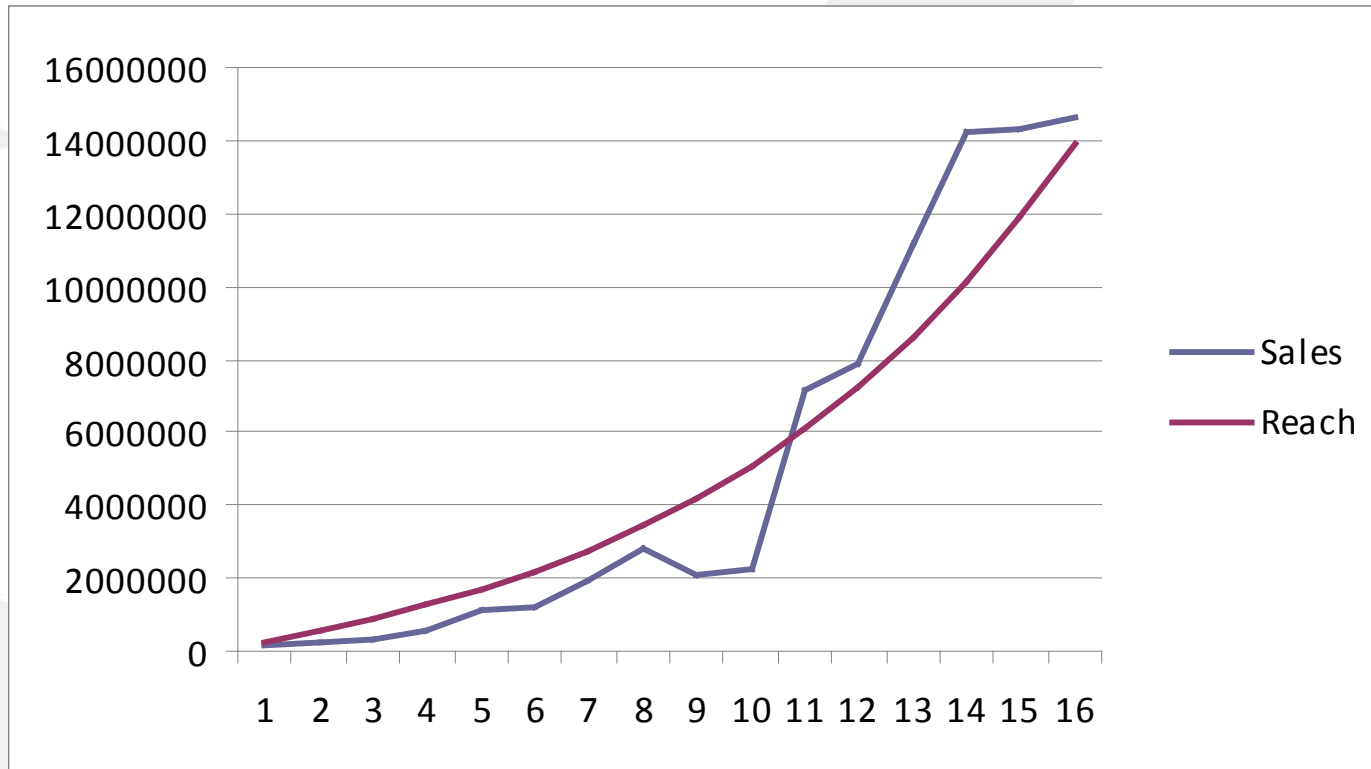
What clients *don't* want

- *Bait-and-switch selling*
- *Slow or tangled processes*
- *Hype, over-promising*
- *Long or repetitive educational curves*
- *Surprises in billing*
- *Passive, reactive service*
- *Staff turnover*
- *Lack of results, excuses*
- *Getting beat by their competition*

What Are They Really Buying?



- Results that **IMPACT** their business!



Making Heroes and Gurus



"Young people today need heroes—that's why I hired a P.R. firm."

How to Get There?



- **Plan** – If you don't know where you are going, how will you know when you get there? (Laurence Peter, Michael Gerber, etc.)
- **Organize to Achieve the Plan** -- What mix of talents and expertise do you need to get there? What systems support the organization? Build the machine for the future, even as you adjust.
- **Hire for Brightness, Energy, Positive Attitudes**
- **Exorcise those from the Dark Side and C Players**
- **Be Continuously Creative, Embrace Change**
- **Dare to be Measured**



Get It Right Internally

- *Become a research fanatic*
- *Quality control is Job One*
- *Look for the self-activated and motivated*
- *Motivate and engage*
- *Keep changing the game and play*
- *Celebrate success*
- *Share the rewards*



Horizon Management



- ***Environmental and Situation Analysis***
 - *Annual plans, milestones, events, conferences, quarterly reports, other “knowns”*
- ***Getting Creative with the “Flip Side”***
 - *What exists?*
 - *What doesn’t?*
 - *Where are the holes?*
 - *What new ideas can we bring to the table?*
- ***Taking Your Plan Over the Horizon***
 - *Propose bigger ideas, new programs, added value*
 - *Have short-term action items for daily engagement*
 - *Set a vision for the future (changing image, behavior)*
 - *Update monthly and keep moving the horizon*

Taking It to the Client



- ***Setting measurable objectives*** -- Reach agreement with the client on measurable objectives for the plan
- ***Pro-active communications*** – Establish the systems, protocols and procedures for providing ongoing tangible evidence of results
- ***Manage for results, not time***
- ***Analyze, adjust, refine, recommend***
- ***Keep moving the horizon***

Mapping the Plan



Gable Client Service Manual -- IR and PR Sample Annual Spreadsheet

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<u>Research</u>												
Business and marketing plan	x					x						x
Competition	x					x						x
Internal audit	x											x
External audit	x	x										x
E-clipping, industry tracking, breaking news	x	x	x	x	x	x	x	x	x	x	x	x
<u>Targeting</u>												
Media, conferences, community, cause, etc.	x			x			x			x		
Editorial calendar targeting		x	x	x	x	x	x	x	x	x	x	x
Analyst tours, investment conferences	x	x	x	x	x				x	x	x	
<u>Creative</u>												
Positioning, core values, future evidence	x	x			x			x				x
<u>Strategic Planning</u>												
		x	x			x			x			
<u>On-Line Creative, Social Media</u>												
Web site enhancements (media center, etc.)		x				x			x			
RSS Feeds, Blogs, E-Newsletter		x	x	x	x	x	x	x	x	x	x	x
Social Media		x	x	x	x	x	x	x	x	x	x	x
<u>Media Relations</u>												
Media kit writing, distribution	x	x	x			x			x	x	x	
Media training		x	x									
Feature pitches			x	x	x	x	x	x	x	x	x	x
New product, service introductions			x			x			x			
Interviews			x	x	x	x	x	x	x	x	x	x
Media briefings				x	x	x	x	x	x	x	x	x
Quarterly op-ed pieces, trends, related				x			x			x		
By-lined articles, CEO					x	x	x	x	x	x	x	x
Customer testimonials, personality features						x			x			x
Focus editions (see separate schedule for detail)				x	x	x	x	x	x	x	x	x
<u>Investor Relations</u>												
Messaging strategy, annual plan												
Earnings releases, conference calls, Web casts	x			x			x			x		
Analyst education		x	x	x	x	x	x	x	x	x	x	x
Analyst tours (telephone; west coast; east coast)			x	x	x				x	x		
White papers, abstracts, data sheets (direct mail, email, RSS subscriptions)		x	x	x	x	x	x	x	x	x	x	
IP and New Product Briefing, On-Site (2-days)												
<u>Trade Relations</u>												
Conferences, speaking engagements, panels	x	x	x	x	x				x	x	x	



The Benefits of the Results Culture



- *Broad range of experience, resources*
- *Strategic thinking, expertise*
- *Different viewpoints, critical thought*
- *Creative culture*
- *Font of knowledge, new ideas*
- *Drives for results (tied to company plans)*
- *Senior involvement*
- *Flexible teams, bench talent*
- *Responsive*





The Benefits of the Results Culture



- *Helping internal staff do more, faster*
- *Relationship-oriented*
- *Authentic, non-political counsel (mostly)*
- *Cost effective*





The Results Laboratory



- *Examine recent client experiences, relationships, evolution*
 - *What worked?*
 - *What didn't?*
 - *What (or who) changed?*
 - *What was missing?*
 - *What steps do we need to take to generate clearly superior results?*



Basic Check List for Client Success



- *Understand the client business, plans, goals*
- *Match expertise to client needs*
- *Do your homework*
- *Set realistic expectations*
- *Build a team – internally and with the client*
- *Develop long-range plans, critical steps*
- *Establish procedures, protocols for planning, creative, approvals, measurement*
- *Be authentic*
- *Communicate consistently*

Individual Client Planning



Client Sample 2										
Retainer, \$10,000										
Monthly Budgeting Matrix										
Position	CEO	VP	Dir	AM/Sup	SAE	AE	AAE	AC	Intern	Total
Rate	240	200	180	150	120	100	90	80	30	
Activity										
Account Planning	2		1							3
Account Management			2			2				4
Client Contact	2		4			8				14
Writing and Editing	4		4			8				16
Research			1			2		12		15
Creative	2		2		4					8
Media Relations	2		2		4	4				12
Promotions										0
Community Relations										0
Special Event Planning										0
Special Event Coordination										0
Special Event Attendance										0
Investor Relations										0
Web Site Implementation										0
Cause Marketing										0
Public Affairs										0
Web Site Management										0
Web Site Writing/Creative										0
Total Hours	12	0	16	0	8	24	0	12	0	72
Fees	2880	0	2880	0	960	2400	0	960	0	10080
Average Rate										140

Hours Estimates



**Gable PR
Client Service Team Staffing Worksheet**

Clients	Hours										Total Hours
	Tom	Erin Koch	Jennifer	Liz	Erin Kirkpatrick	Cathy Y.	Intern	Admin	Other	Other	
Bayside Networks	1	2		4	8		6	8			29
Best Software			12		12		4	4	8		40
BIO	12	12		18	32	16	8	12		12	122
CONNECT	1	4		8	12		2	2			29
Humane	2		18		12		8	4			44
Intercare	4	18	12				4	4			42
Ocumatrix	2			12				2	4		20
Pfizer La Jolla	12	16		24		8		2			62
Prize Capital	12	8			12	8			6		46
Single Source	2		18		12		4	4			40
Sudberry Quarry Falls	6		24	8			4	4			46
Sudberry Branding	12	12	8	2	2	2	2				40
SureGrid	4	12		4	4		4	4		12	44
TAG	2	2		12	8		2	2			28
Toll Road	16	18	12					4	12		62
											0
											0
											0
Gable PR as client											0
											0
Pending											0
											0
											0
											0
											0
											0
TOTAL	88	104	104	92	114	34	48	56	30	24	694

Client and NBD Opportunities



- *Expand existing range of services*
- *Internal and external audits*
- *Creative audits*
- *Competitive analysis*
 - *Share of voice*
 - *Strategies*
 - *Tactics*
- *Gap analysis*
- *New social media programs*
- *New and emerging industries*

Forecasting and Monitoring Tools



- *P&L*
- *Cash flow*
- *Rolling projections*
- *Productivity*
 - *Billable hours*
 - *Talent mix*
 - *Average rate*
 - *Individual ratios*
 - *The 2.25 litmus test*
- *Adjusting to scale*



Options for Adjusting to Scale



- *Team Involvement*
 - *Analysis*
 - *Scenario development*
 - *Trigger points*
 - *Basic Steps*
 - *Lines of credit*
 - *Freezes*
 - *Across the board reductions, part-time*
 - *Selective cuts*
 - *Negotiating new occupancy costs*
 - *Going virtual, semi-virtual*
 - *Mergers and Acquisitions*
- 

The 12-Step Results Program



- 1.** Have a vision of where you want to go
- 2.** Organize for results
- 3.** Hire for energy, brightness
- 4.** Be strategic and planful
- 5.** Dare to be measured
- 6.** Create customized teams
- 7.** Brainstorm regularly, provide continuous creativity
- 8.** Manage for results, not time
- 9.** Research, review, revise, adjust, recommend, respond in real time

The 12-Step Results Program



10. Be pro-active

11. Reward the winners

12. Constantly set new horizons



The 12-Step Results Program



10. Be pro-active

11. Reward the winners

12. Constantly set new horizons



Break Out of the Pack!





Contact Information

Tom Gable

CEO

Gable PR

591 Camino de la Reina, Suite 730

San Diego, CA 92108

Ph.: 619-284-1714

Email: tom@gablepr.com

Web: www.gablepr.com

Twitter: www.twitter.com/tomgable

Blog: www.authenticprcounsel.com