

# Positioning your agency for growth & profit



# Drew McLellan



**30+ year agency veteran**

**Agency owner of 24+ years**

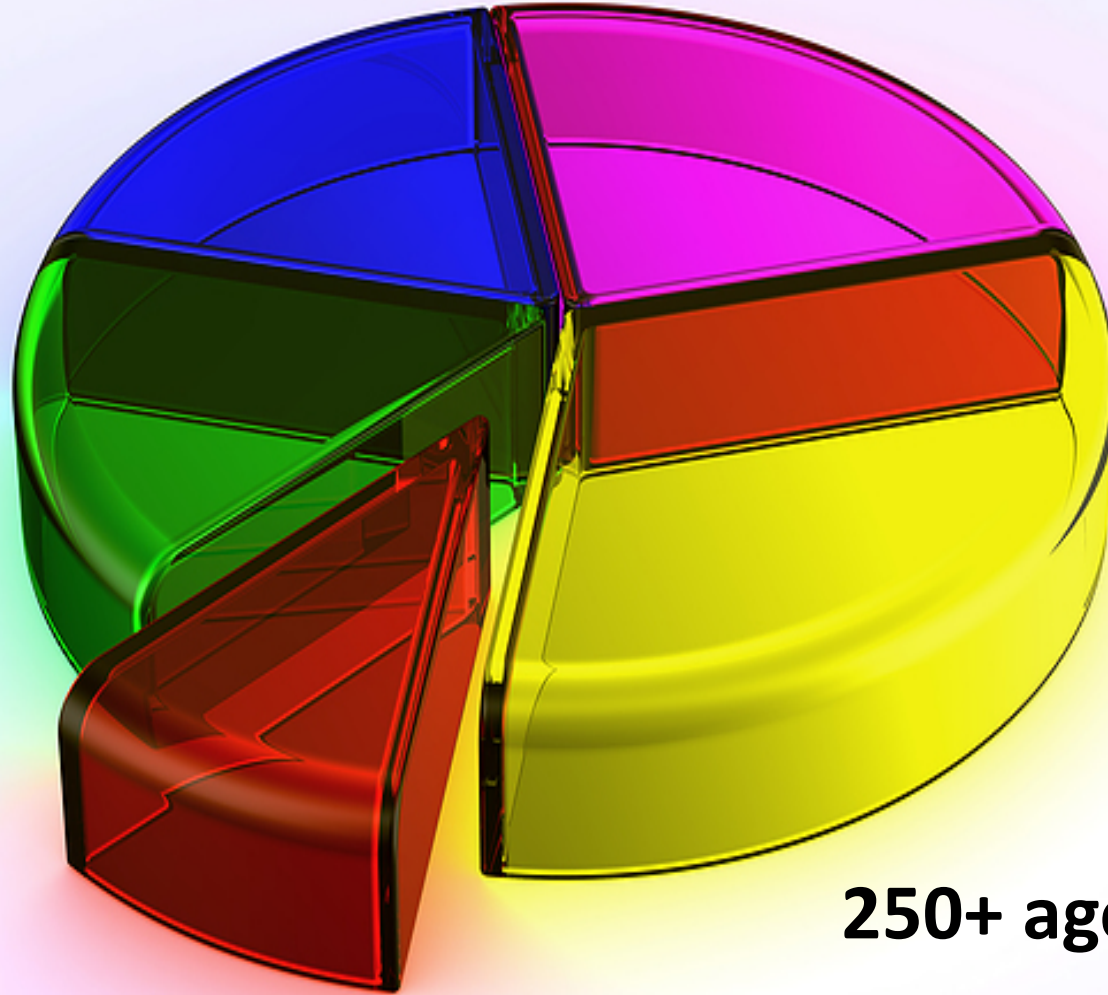
**CEO/owner of Agency Management  
Institute**

**Work with 250+ agencies a year**

**Published in AdAge, AdWeek, Forbes,  
Inc., Entrepreneur, Wall Street Journal,  
New York Times, Agency Post, Chicago  
Tribune and others**

**30 years of agency  
life/25 owner**

**Data from studies  
with CMOs/decision  
makers**



**Working with many other  
agency consultants & experts**

**250+ agencies every  
year with AMI**

# You KNOW the problem





# Inspiration vs. Instruction?





A person stands on the edge of a large, dark rock, silhouetted against a bright sunset. Their arms are raised in a gesture of triumph or surrender. The sun is a large, glowing orb in the center of the sky, surrounded by wispy, golden clouds. Below the horizon, a vast landscape of rolling hills and valleys is visible, with a dense forest of green trees in the foreground. The overall mood is one of awe and accomplishment.

You know what to do.

The real question is do you have  
the courage to do it?

~ Drew McLellan



# They can't afford a GP

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### CMO TODAY

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TEXT

CMO TODAY

## Average Tenure of CMO Slips to 43 Months

Spencer Stuart finds that female marketing chiefs increased, but minorities lost ground



**Deloitte.**



**Get a clear  
picture of the  
new CMO**

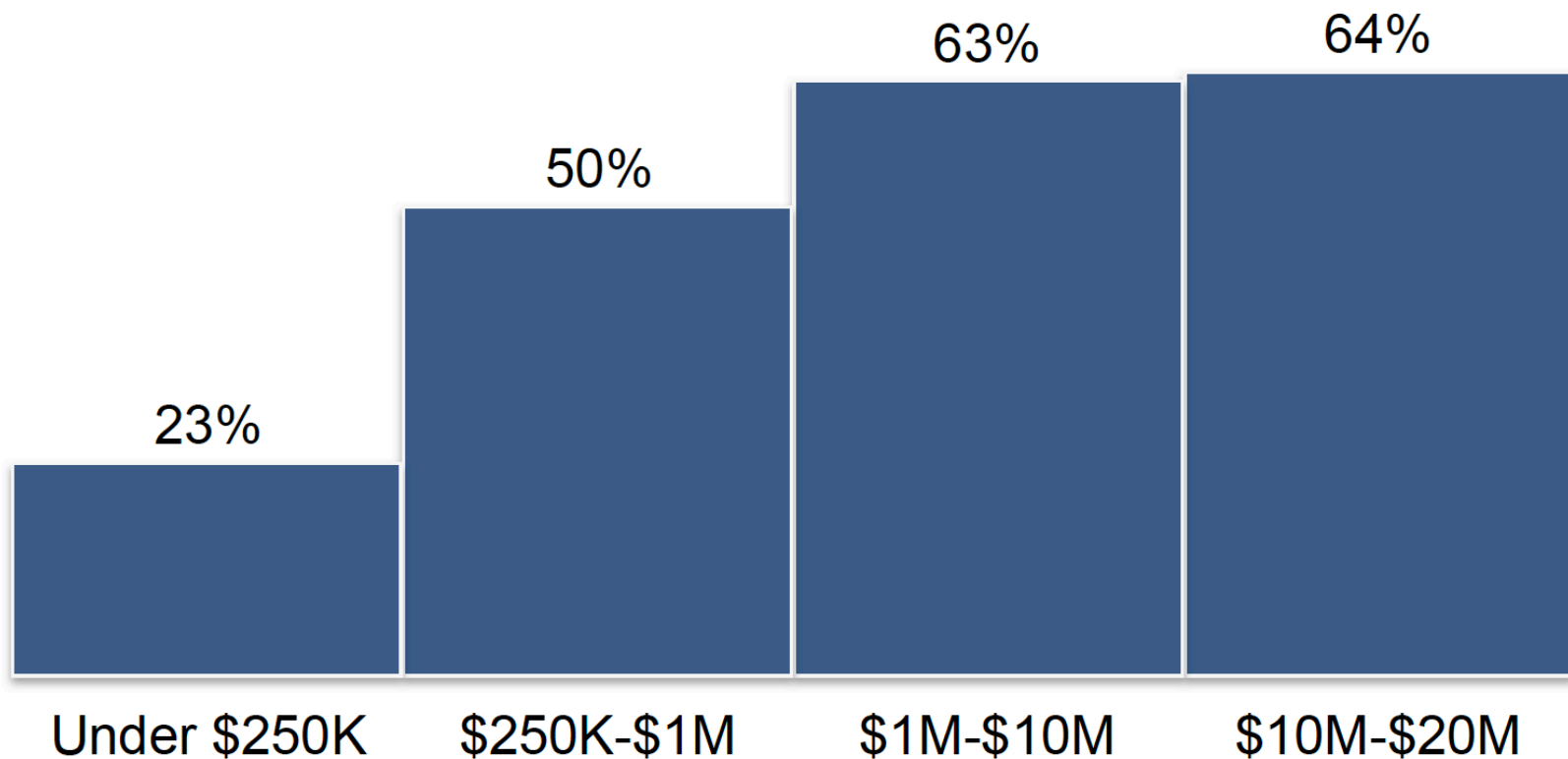
And see how the  
role has evolved.

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# The data

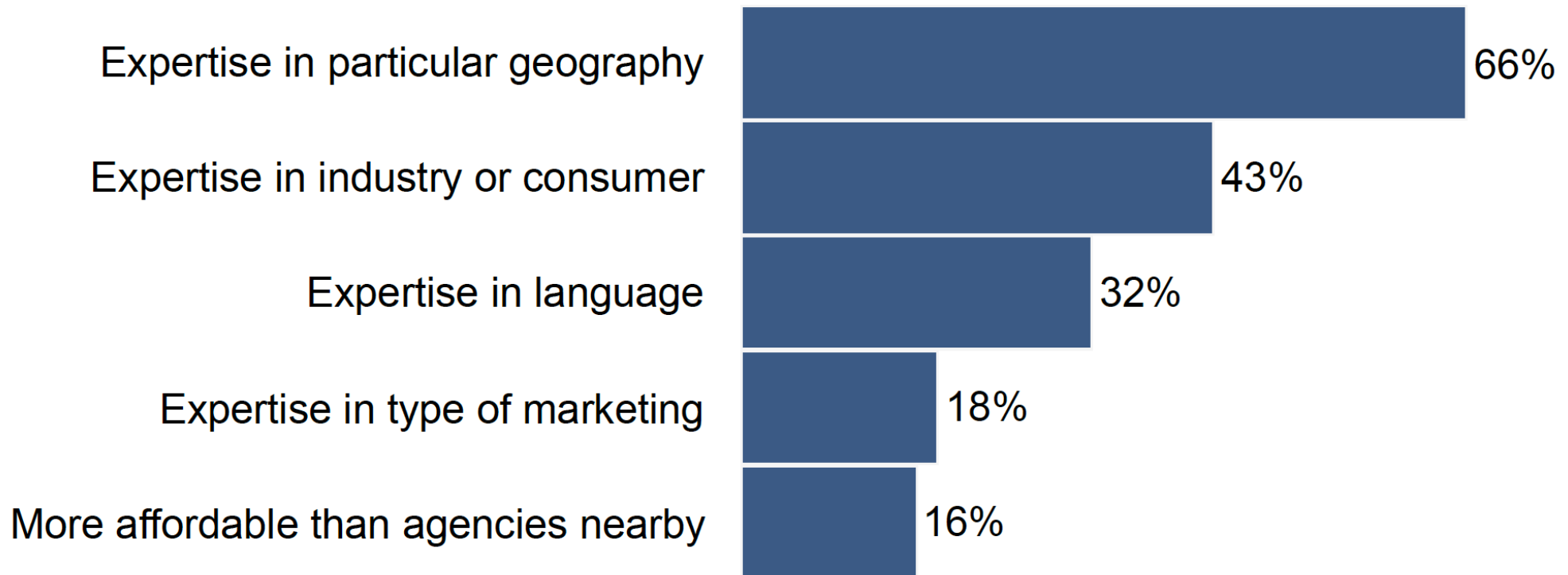
## Many Using Agencies More than 200 Miles Away % Using Out-of-Market Agencies by Budget



# The data

## Why Use Out-of-Market Agencies

% Selecting



# Key factor in valuation

Profitability – Margin and Stability

Clients – Quality and Longevity

Management Team (you out of the picture)

Creative – Market Perception

Niches - Viability

New Business Development System

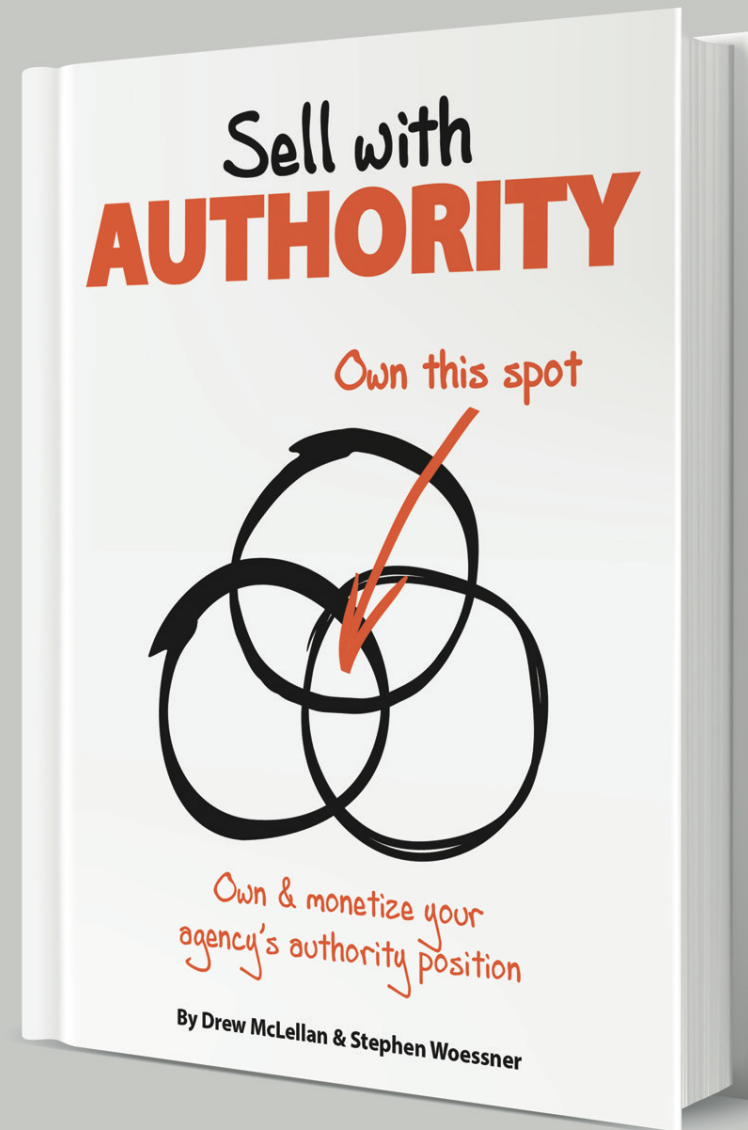


**I see the proof every day**





I believe in this 110%





# Who you go looking for



# **I don't want to do it**

**You can be the GP – there are good reasons for it:**

- **Stay local**
- **Get to know your clients very well**
- **Don't have to say no**
- **Lots of clients (small clients...)**

# **I don't want to do it**

**But there's a price to pay:**

- **Lower prices/lower budgets**
- **Everyone is your competitor**
- **Hard to know everything about everyone**
- **What story do you tell?**
- **Hard to know where to look for new clients**

**But recognize that it IS a choice.**

**Not a fact or a sentence you must serve.**

# Narrow is easier

**Simplifies and magnifies:**

- **Content**
- **Employees**
- **Biz dev strategy**
- **Biz dev targets**
- **Awards, trade shows etc.**
- **Pricing**



# The four legged stool method



# The four legged stool method

**Adds stability when you niche down to:**

- **Related industries (connective tissue)**
- **Areas that could be affected by economy**
- **Allows for the junk drawer (temporarily)**



# The unicycle method





# The unicycle method

**Mitigated risk:**

- **Geography**
- **Audience**
- **Methodology**
- **Deliverable (is your dominance sustainable?)**





**How?**



A person stands on the edge of a large, dark rock, their arms raised in a gesture of triumph or surrender. The sun is low on the horizon, casting a warm, golden glow across the sky and the landscape below. The sky is filled with soft, wispy clouds, and the sun's rays create a lens flare effect. The landscape consists of rolling hills and valleys covered in dense green forest, with some mist or low clouds hanging in the valleys. The overall mood is one of accomplishment and reflection.

You know what to do.

The real question is do you have  
the courage to do it?

~ Drew McLellan



# Look for clues



## /client-filter

# Start with what's possible

- **Your body of work (proof points)**
- **Yours/your team's expertise**
- **Marketplace need**
- **Competitive landscape (you will never be the only one)**

# Start with what's profitable

- **AGI heavy**
- **Consistent need (Lead gen versus brand)**
- **Employees are findable or trainable**
- **There are enough of them out there (how many do you really need?)**

# Start with what's palatable

- **Work you love to do**
- **Can find your sweet spot clients there**
- **Work you are proud to do**
- **Sustainable – you don't want to have to keep doing this exercise**

# Only chase worthwhile prospects

- **Check the boxes**
- **At least 10% of your annual AGI (small clients are the devil to positioning)**
- **Foot in the door or proof point**

# Next steps

- **Decide**
- **Change your language/elevator speech**
- **Your website & content to scream it**
- **Establish your authority position**
- **Stop chasing anything that does not fit**



# Coming Up

- **January 23-24: Build your sales funnel**
- **January 27-28: Prospect's buying journey and how to win at every point**



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Build an agency that is sustainable, scalable and sellable. (And less stressful!)

- How to build multiple revenue streams for your agency
- Building your agency with your end game in mind
- How to use artificial intelligence to increase your margins and efficiency
- How to find a buyer for your agency (or how to find an agency to buy)
- Dealing with the imposter syndrome that strikes all of us now and then
- The legal snafus to avoid if you're doing influencer marketing
- Tax strategies
- Growing your leadership team
- And so much more!

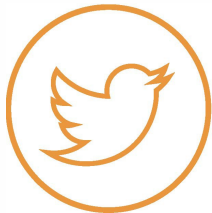
[AgencyManagementInstitute.com/babasummit/](https://AgencyManagementInstitute.com/babasummit/)

A close-up photograph of a typewriter keyboard. A sheet of white paper is placed over the keys, and the word "Questions?" is typed in a dark, monospaced font. The paper is slightly wrinkled and has some faint smudges. The typewriter's metal frame and the edges of the keys are visible around the paper. The lighting is soft, highlighting the texture of the paper and the metallic surfaces of the typewriter.

Questions?



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