

April 2019 CFO/COO/Traffic Discussion Guide

Accounting and Traffic Processes/Systems

- We're investigating changing project management systems — completely moving away from one that we've used for over 10 years. What are some best ways to champion and manage the team as we go through this change?
- How have other successfully changed over to a new system or process?
- For 2-3 person operations teams, how do you divide up the work to keep everyone busy while still growing people?
- Does anyone have official computer replacement plans in place?
- On-site server vs cloud-based....who uses what? What are the pros and cons?
- What is your Purchase order approval process and how you incorporate it for cash flow?
- Who closes projects and what is your process of notifying they are ready to bill.
- Does your agency process gift card payments/incentives to end users on behalf of your clients? If so, what tools/service do you use? How do you manage the audit process?
- What accounting system do you use?

Estimating/Billing

- What are successful and consistent ways to account for estimating time for operations? For example, time the controller prepares billing, time each client services team members spends on billing each month, time spent by the traffic manager to manage systems and coordinate scheduling with everyone. Is it a standard set up fee or is there a formula that is used to estimate this time?
- Do you have minimums for which you will quote a price? i.e. below that minimum something is just hourly or you won't do it.
- Are there any successful methods for encouraging AE/Management to correctly quote estimates and not giving away the house?
- Who approves a quote or proposal?

Pricing

- Who uses value-based pricing?
 - Is it working in your agency?
 - Who lead the initiative/training?
 - Is your agency embracing this model?

Budgeting/Forecasting

- Does your company set department budgets for payroll, overhead, etc and what is your method for creating these?
- What is your forecasting process and how accurate is it?

Traffic

- How to manage competing priorities when schedules change? We're in the middle of trying to find outsources to help in these situations, but often time, we need the extra help within hours, not days. What does a successful conversation look like and how to quickly rally the team to be able change gears?
- What project management system do you use?
- What are some successful ways to forecast capacity and then, how to get ahead of the potential collisions?
- How others are using standing department meetings? And what kind of format is it? We know weekly meetings are critical, but we're still not getting everything out of it that we need, and we're missing opportunities to capitalize to communicate with everyone being at the table, so we end up having more meetings throughout the week and taking up more time.
- How others are handling the planning / management, and then trafficking, of the agency's marketing?

Financial Reporting

- How others are held responsible for reporting up for executive leadership? What types of things are being reported? How is financial tracking per client or projects happening?
- What type of AGI analysis reports do you do? AGI per hour by Client, Retainer, Service Group – others????
- How often (or do you) measure utilization by service area/client/company as a whole?
- What types of utilization reports do you do?
 - How often are these reports run?
 - How are they analyzed and how are they used?
- What project reports do you look constantly look at (ie ones over budget) and what timing do you use? (i.e. project close date etc.)
- What is your revenue recognition process like?
- Does your accounting system provide cash flow forecasting or do you create your own? How often do you report cash flow?

HR/People

- How do you train your employees on the more technical HR/legal items, like sexual harassment?
- What low/no cost benefits do you offer?
- What is your split between AM / PM / RM (traffic)
- Do you use a tool for Expense Report Tracking?
- What is your recruiting process?
- What tools do you use for recruiting?
- Do you know of any free job posting sites? Job posting sites specifically for ad agencies?
- What is your onboarding process?
- What tools do you use for onboarding?

HR/People

- Do you have access to a certified HR generalist? If it is outsourced, who do you use? Are there memberships that you are a part of? What value do you find?
- Do you measure employee engagement?
- What tool do you use?
- How often do you measure and report?
- What do you report?
- How do you share the information with the company?
- How often do you implement changes or suggestions?
- Does your company have a wellness program? How long did it take to implement? What are the incentives?

Misc.

- What is your current method app or software for to-do lists?
- What is your cc receipt process?
- Do you use an electronic signature platform?
 - Which one do you use?
 - What features do you like?
 - Who has access to use and who is your admin?
- Do you use a tool for redlining/versioning legal agreements other than Word?
- If you're a returning company to this AMI group, what nuggets did you take away last year and were able to implement or are going to implement at your company?
- Do you do client surveys? What tool do you use? How often do you send them out?