

Deltek

Defense to Offense

How Your Agency Can Emerge
Stronger in the New Normal



Deltek

Today's Speaker

Nancy Murray
Managing Director
Global Agency Solutions
Deltek



Deltek

Today's Speaker

Vanessa Vollum Edwards

President

CPI





3 ROUNDS FOR TIME

10 FRONT SQUATS 155/105

20 PULL-UPS

30 KB SWINGS

40 ABMAT SIT UPS

50 BURPEES

RUN 800M

50 BURPEES

40 HIP EXTENSIONS

30 DUMBBELL PUSH PRES

20 TOES TO BAR

10 OVERHEAD SQUATS (

PLAY BY PLAY

- Economic impact of COVID 19 on our industry
- We've reached an inflection point and the new economy is here – are you ready for it?
- Why better creative, better strategy and strong culture are not enough for the New Normal
- Shifting to Offense: how to gain a competitive advantage to thrive in the new economy



ELEPHANT IN THE ROOM



“COVID-19 will force a rebirth of many industries...re-assessing and re-imagining modes of consumption, supply, interaction and productivity.” – [World Economic Forum](#)

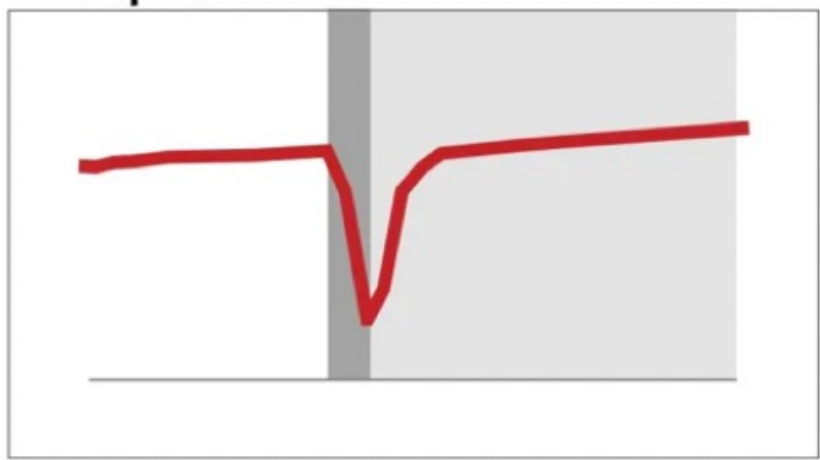
“The Economy Shrank 4.8% Last Quarter—The Biggest Contraction Since 2009: this is the worst quarterly decline in a decade, but experts agree that the numbers haven’t even begun to reflect the scope of the economic damage caused by the coronavirus.” – [Forbes](#)

“Researchers estimate that 42% of pandemic-induced layoffs will result in a permanent job loss.” – [World Economic Forum](#)

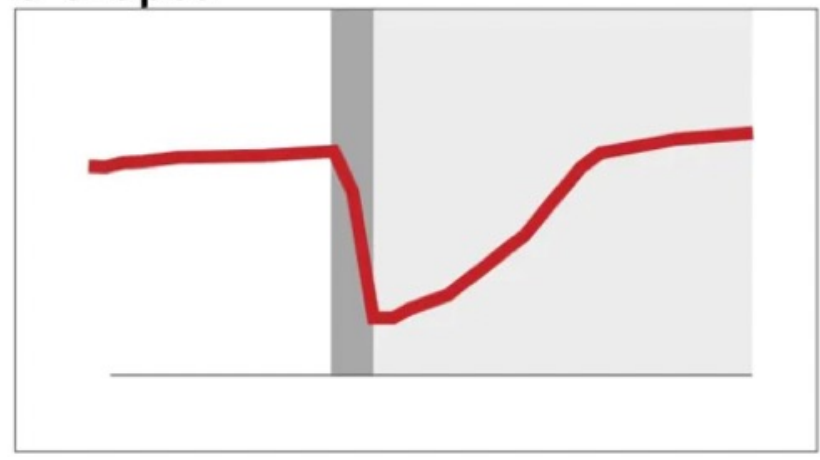


TYPES OF RECOVERY

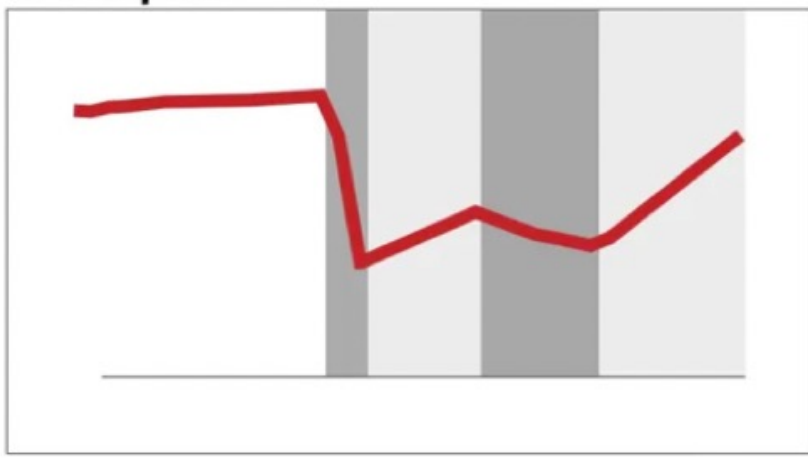
V-shaped



U-shaped



W-shaped

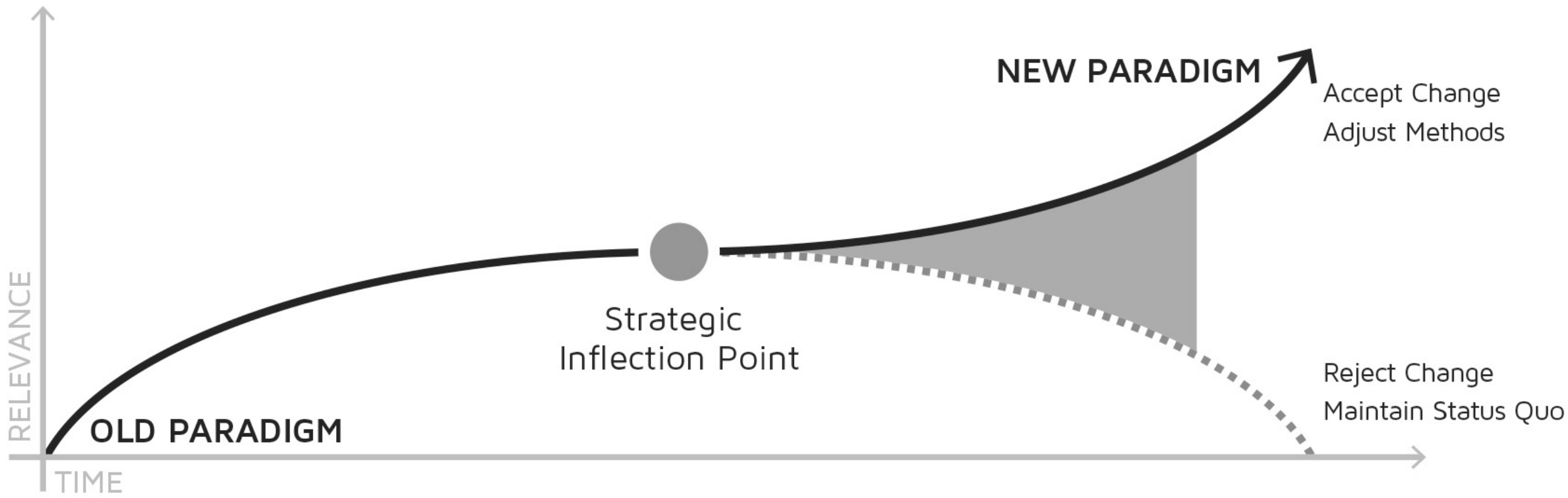


L-shaped





INFLECTION POINT





A BETTER TOMORROW

- The combination of scalable and agile capabilities is what will define the short and medium-term success of businesses, whether large or small. But in the longer term, change will have to be more fundamental.
- We will emerge from this period stronger, wiser and more connected as a global society. **Resilience** will be at the forefront of every strategy, yet it is **agility** that will ensure competitiveness, and an ability to respond to the unexpected.
- To achieve this, businesses will have to **re-evaluate where they must be strong and where they must be flexible**.



AGILITY

“Agility is the ability of an organization to renew itself, adapt, change quickly, and succeed in a rapidly changing, ambiguous, turbulent environment.

Agility is not incompatible with stability—quite the contrary.

Agility *requires stability* for most companies.”

Wouter A., 2015, [McKinsey: The Keys to Organizational Agility](#)





ORGANIZATIONAL AGILITY

- **Align Leadership Around a New Vision**
 - Opportunity to pivot
 - Grounded in the New Normal
 - Select new ideal capabilities + market niche
 - Leverage existing experience, assets + talent
 - Requires 100% leadership alignment!





ORGANIZATIONAL AGILITY

- **Modernize Operational + Financial Model**
 - Aligned with new Vision
 - “A vision without a plan is just a dream”
 - Use as a benchmark and measure of success





ORGANIZATIONAL AGILITY

- **Embrace Data as a Core Competency**
 - Data must become a core competency
 - Data-driven business insights
 - Increases organizational agility
 - Aligns leadership teams
 - “Those who fail to learn from history are condemned to repeat it.”



ORGANIZATIONAL AGILITY

- Increase Collaboration with In-House Brand Teams
 - In-House is here to stay
 - Recession may have bought agencies time
 - Stop competing with in-house teams
 - Partner with “Hybrid Model”
 - Strong integrated relationships will stand the test of time





RESILIENCE

“Resilience is the ability of an organization to anticipate, prepare for, respond and adapt to sudden disruptions in order to survive and prosper.

It reaches beyond risk management. A resilient organization is one that not merely survives over the long term, but also flourishes - passing the test of time.”





OPERATIONAL RESILIENCE

- **Design Ideal Client Engagement Models + Workflows**
 - Standardize engagement types
 - Document engagement-specific workflows
 - Build in critical integration points
 - Define essential checks + balances
 - Preserve your Secret Sauce + produce efficiently



OPERATIONAL RESILIENCE

- **Embrace Remote Collaboration**
 - Remote collaboration is here to stay
 - How you deliver work has changed forever
 - Operational/managerial models must evolve
 - Culture must evolve
 - Non-geographically limited talent pool



OPERATIONAL RESILIENCE

- **Consider New Compensation Models**
 - Employers vs. Employees Market
 - Compensation was unrealistic for rates
 - Profit share (pay for performance)
 - Identify inflexible employees
 - Agency / Employee win-win



OPERATIONAL RESILIENCE

- **Fully Embrace Project Management Discipline**
 - PM as a core competency
 - Discrete discipline reporting to Operations
 - Equal partner to Client Services
 - Must have financial aptitude
 - Stewards of your operational data





KNOWLEDGE IS POWER

- Who are my most valuable employees + why?
- What are my most profitable departments + why?
- Which are my most profitable solutions + why?
- Who are my most profitable clients + why?
- What can I do to increase the valuation of my agency?
- How do I increase my agency's competitiveness?
- Do I need to downsize? If so, where?
- Where should I invest in my agency's growth?

PAUL - 240RX
TONY - 317RX
BRANDON - 274RX
HUNTER - 314(S)
COREY - 329RX
NAN - 302 (60+(S))
MATT - 262 (60+(S))
STACY - 200RX
JAMIE - 260RX
SURFER DAVE - 276RX
LINDSAY - 188RX
JESSE - 288RX
C-HAWK - 216 (60+)
LESLIE - 212 (60+)
JAKE - 238 RX
MIKE M. - 306RX
GEORGI - 330RX
LAURA - 278(S) / 100ex
JESS T. - 222 RX
SABRINA - 289 (S)
HENRY - 311RX
TANK TOP - 341RX
CHAS - 382 RX
JOEY - 324(S)
COACH JOSH - 345RX
JASON B. - 170RX
BRADY - 296RX
PS - 221RX
SHEY - 283RX
CHARLOTTE -
KEVIN P. - 22
BOJAN - 202
LARRY - 77(S)
CHRISTINE -
ANYA - 2910
JULIE - 2460
CANDACE - 2
JAY M. - 30
ADAM - 315
MEGAN E. - 2
JACQUELINE
AARON - 385
SABRINA W
TRAVIS - 347
COACH HANE
COACH STEPH
CORINNA -
CAYLA - 318
BRENNAN - 250
TYLER - 4
BOBBY - 32
CARLOS - 3



3 ROUNDS FOR TIME

10 FRONT SQUATS 155/105

20 PULL-UPS

30 KB SWINGS

40 ABMAT SIT UPS

50 BURPEES

RUN 800M

50 BURPEES

40 HIP EXTENSIONS

30 DUMBBELL PUSH PRES

20 TOES TO BAR

10 OVERHEAD SQUATS (

KEY TAKEAWAYS

1. We have reached an Inflection Point.
2. If you don't act, decisions will be made for you.
3. Reassess and reimagine your business model.
4. Agility + resilience = last competitive advantage.
5. It takes actionable data to achieve agility + resilience.

Deltek

Q & A



Deltek

Vanessa Vollum Edwards
v@cpiconsulting



Nancy Murray
nancymurray@deltek.com



Deltek

Thank You

