



**BUSINESS MANAGEMENT ROUNDTABLE #11
SONESTA BEACH RESORT, BERMUDA, NOVEMBER 1, 2, & 3, 2002
REQUIRED PARTICIPANT DATA**

Firm: _____ Location: _____ Web address: www. _____
 Business focus/specialty: _____
 How firm is described (positioned): _____
 Year founded: _____ Structure: S-Corp C Corp LLC Partnership Sole Proprietorship
 Principal(s): _____ %____; _____ %____; _____ %____

Sales:	2000	2001	2002 (to date)
Total:	\$ _____	\$ _____	\$ _____
Cost of good (re)sold (COGS):	\$ _____	\$ _____	\$ _____
AGI* (total minus COGS):	\$ _____	\$ _____	\$ _____

Clients/projects:
 Business from largest client: _____% Business from second largest: _____%
 Project mix (e.g., collateral 15%, Web 25%): _____

Billing procedures:
 Blended hourly rate: \$ _____
 Tiered hourly rates: \$ _____ to \$ _____ based on (salary, function, etc.) _____
 Other (explain): _____
 Average markup on outside services: _____% Average markup on printing: _____%

Employees:
 Total billable: _____ By function (e.g., 3 print design, 1 electronic design): _____
 Total not billable: _____ By function (e.g., 1 bookkeeper, 1 receptionist): _____
 Covered by job descriptions?: Yes No Covered by non-competes?: Yes No
 Do you have written policies and procedures?: Yes No
 Income per employee (divide AGI by total employees including principals): \$ _____
 Billable efficiency (2000's actual billed hours divided by 2000's actual payroll hours): _____%

Salaries & benefits:
 Entry: \$ _____ 2/4 yrs (or junior level): \$ _____ 5/8 yrs (or mid-level): \$ _____
 9/11 yrs (or senior level): \$ _____ 12+ yrs (or very senior/creative director level): \$ _____
 Others (e.g., bookkeeper): _____
 Formal performance reviews?: Yes How often?: _____
 No
 Average salary increases for past year: _____%
 Vacation policy: _____ Sick time/days off policy: _____
 Health insurance premium covered: Employees: _____% Dependents: _____%
 Company-sponsored retirement plan:
 Yes Type: _____ Contribution, if any: _____
 No
 Profit sharing/bonus:
 Yes (indicate how and when): _____
 No
 Other benefits (disability insurance, etc.): _____
 Salaries and benefits as % of AGI* (÷ total salary and benefit costs—including yours—by AGI): _____%

*AGI (Agency Gross Income) is what's left after outside cost of goods resold—typically media, printing, and outside contractors—is subtracted. It is composed primarily of hourly fees and markup income.

Marketing:

We have a plan/budget we follow: Yes No

Who is responsible?: _____

How is she/he compensated: Salary Commission Mix of salary and commission

If commission or mix explain: _____

Method(s) of attracting new clients (direct mail, ads, etc.): _____

Frequency of activity: _____

Sales time as a percentage of total shop hours (billable and non-billable): _____%

Sales costs as a percentage of AGI (include or pro-rate salaries of all involved): _____%

Administration:

How many employees report to you?: _____

Briefly explain your workflow/production system: _____

Accounting software used (MYOB, Peachtree, etc.): _____

Management software used (Clients & Profits, DesignSoft, etc.): _____

Other: _____

Profitability:

Yearly salaries of principals: \$ _____; \$ _____; \$ _____

Yearly distributions to principals: \$ _____; \$ _____; \$ _____

Current equity in company (assets minus liabilities from balance sheet): \$ _____

Personal:

The major challenges facing you/your firm: _____

What specific areas of interest would you like addressed at this Roundtable?: _____
