



DRUPALCON

Portland

MAY 20-24 2013

MISTAKES AGENCIES MAKE

Seth Brown

Hello, I'm [@sethlbrown](#) and I'm a Lullabot, we plan, design
and build websites.

Building Bridges, Connecting Communities

MISTAKES AGENCIES MAKE

“An expert is a man who has made all the mistakes which can be made in a narrow field.” — Neils Bohr

Seth Brown // @sethlbrown // Drupalcon Portland 2013

TOP THREE REASONS TO LEAVE NOW...

TOP THREE REASONS TO LEAVE NOW...

- Your agency does more than \$10mm per year

TOP THREE REASONS TO LEAVE NOW...

- Your agency does more than \$10mm per year
- Looking for a more tactical discussion of project management methods

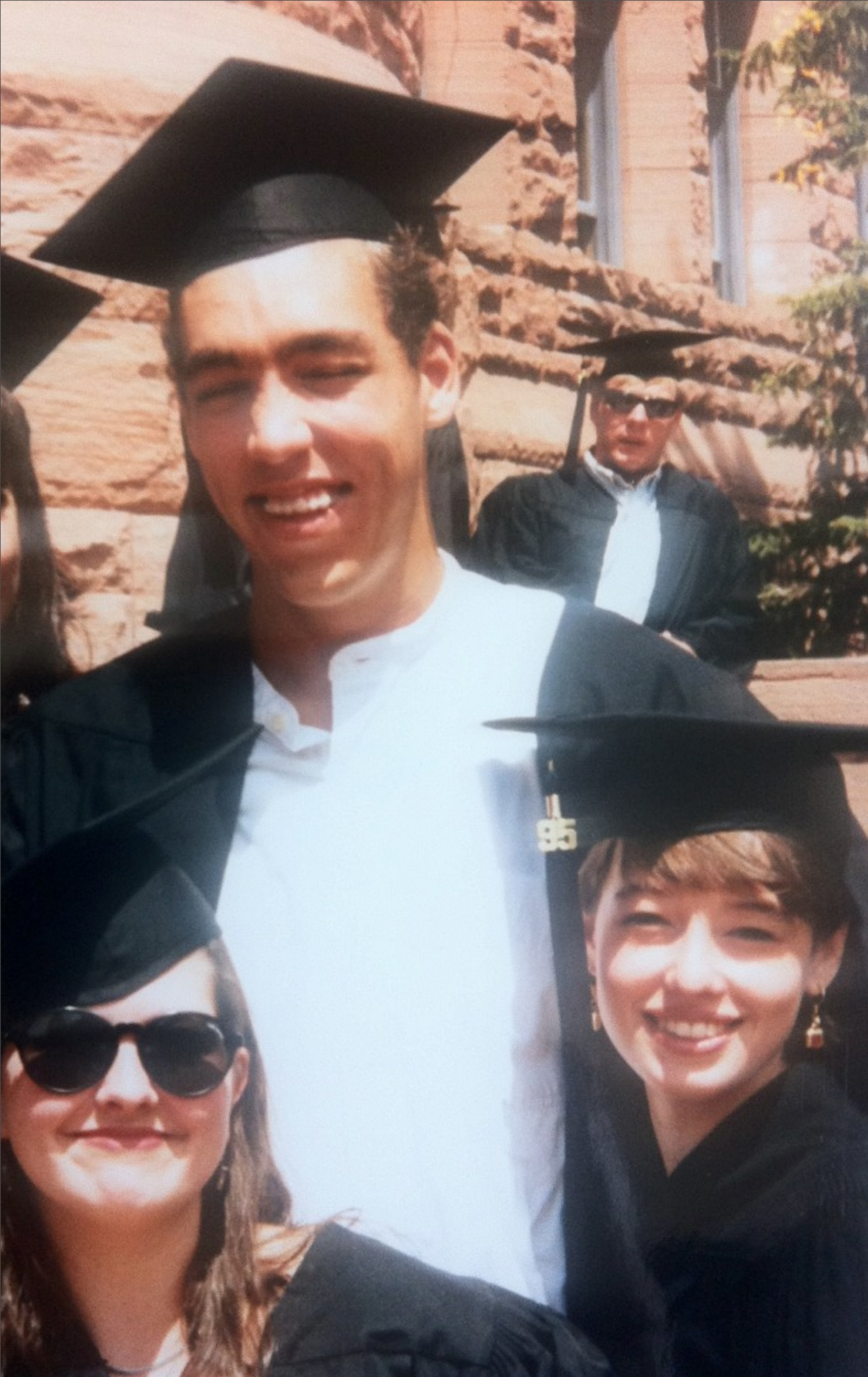
TOP THREE REASONS TO LEAVE NOW...

- Your agency does more than \$10mm per year
- Looking for a more tactical discussion of project management methods
- You thought this was the CHX coder lounge.

I. RESOURCING

GROWTH

SALES



**WELCOME TO BURGER WORLD
---- WOULD YOU LIKE TO TRY
OUR TWO-POUNDER WITH A
POUND OF FRIES AND A
GALLON OF SODA POP?**

— Garrison Keillor on English Majors

“
THE BLOOD OF A UNICORN WILL
KEEP YOU ALIVE, EVEN IF YOU ARE
AN INCH FROM DEATH, BUT AT A
TERRIBLE PRICE.”

— *J.K. Rowling*

MEET ZEKE





**7 DEVELOPERS
48 PROJECTS
85 HOURS PER WEEK**

AVOIDING THE MISTAKES

SOLD OUT

Lullabot Site Building Capacity

Print Undo Redo Format Painter
\$ % 123
Arial
10
B
I
U
A
Fill Color
Grid
Zoom
Align
Indent
Decrease Indent
Text Color
Background Color
Filter
Sum

fx | UW Tacoma

	A	V	W	X	Y	Z	AA	AB	AC	AD	AE	AF	AG	AH	AI	AJ	AK	AL
		May-5	May-12	May-19	May-26	Jun-2	Jun-9	Jun-16	Jun-23	Jun-30	Jul-7	Jul-14	Jul-21	Jul-28	Aug-4	Aug-11	Aug-18	Aug-25
1																		
2	Pending Projects																	
3	XXXXXXXXXX																	
4	XXXXXXXXXX																	
5	XXXXXXXXXX																	
6	XXXXXXXXXX																	
7	XXXXXXXXXX																	
8																		
9	Developers/Themers (30hpw)	0	0	0	90	150	180	270	270	270	270	330	330	330	300	330	330	330
10	Angus Mak							30	30	30	30	30	30	30	30	30	30	30
11	Blake Hall											30	30	30	30	30	30	30
12	Brock Boland					30	30	30	30	30	30	30	30	30	30	30	30	30
13	Carwin Young				30	30	30	30	30	30	30	30	30	30	30	30	30	30
14	Dave Burns				30	30	30	30	30	30	30	30	30	30	30	30	30	30
15	James Sansbury					30	30	30	30	30	30	30	30	30	30	30	30	30
16	Kris Bulman							30	30	30	30	30	30	30	30	30	30	30
17	Matt Kleve						30	30	30	30	30	30	30	30	30	30	30	30
18	Micah Godbolt											30	30	30		30	30	30
19	Sally Young				30	30	30	30	30	30	30	30	30	30	30	30	30	30
20	Sean Lange							30	30	30	30	30	30	30	30	30	30	30
21																		
22	Contractors	85	85	0	85	85	120	120	120	120	120	120	120	120	120	120	120	120
23	Jason Pamental	30	30		30	30	30	30	30	30	30	30	30	30	30	30	30	30
24	Juan Pablo Navillo Requena						35	35	35	35	35	35	35	35	35	35	35	35
25	Kaitlin Methe/David Bruns	10	10		10	10	10	10	10	10	10	10	10	10	10	10	10	10
26	Mateu Aguilo Bosch	35	35		35	35	35	35	35	35	35	35	35	35	35	35	35	35
27	Nate Haug	10	10		10	10	10	10	10	10	10	10	10	10	10	10	10	10
28																		
29	Project Management (30hpw)	35	35	0	35	35	50	50	50	50	50	60	60	60	60	60	60	60

**THERE IS NEVER LESS THAN A 15
PERCENT PENALTY DUE TO TIME
SHARING A KNOWLEDGE WORKER
BETWEEN TWO OR MORE TASKS.**

— Tom DeMarco, Slack

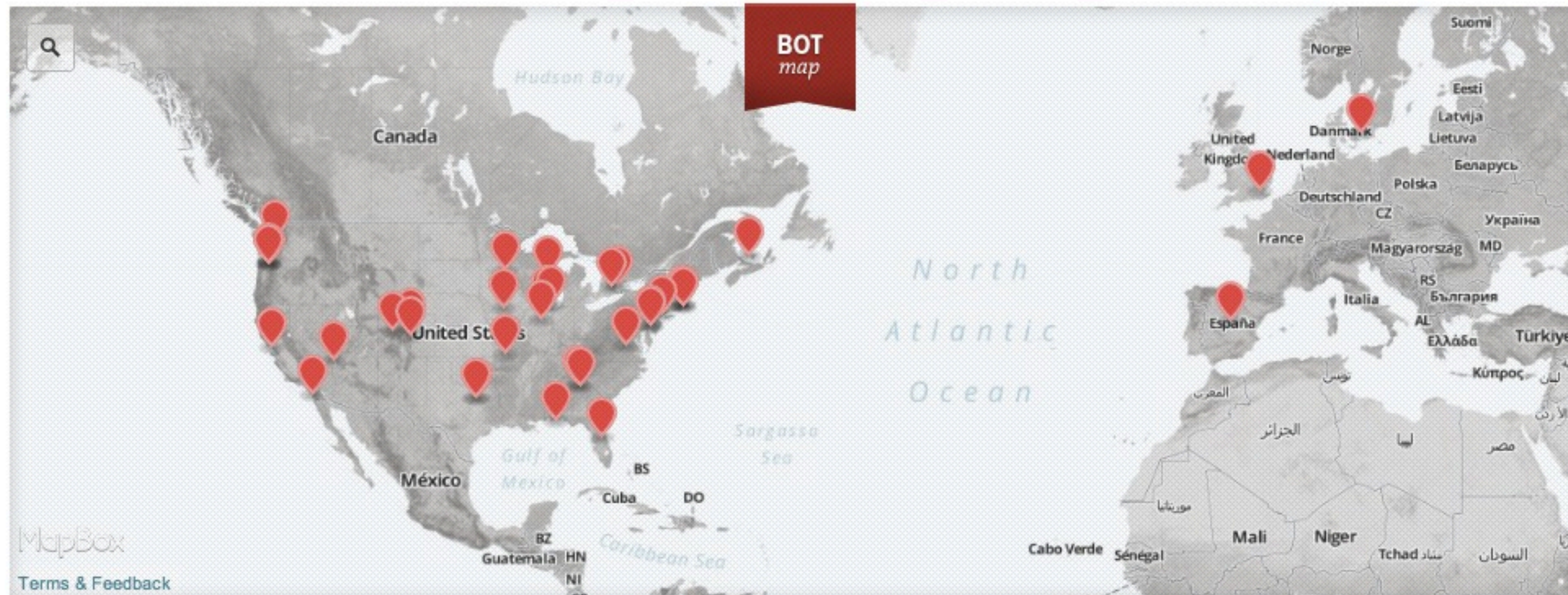
**SLACK IS THE NATURAL ENEMY OF
EFFICIENCY, AND EFFICIENCY IS THE NATURAL
ENEMY OF SLACK.**

— Tom DeMarco, Slack



Top talent, wherever we find it

We're a fully distributed company. When we look for the best designer, developer, project manager or anything, we're not limited to our small neck of the woods. We're located on the internet, and so is our fantastic team.



LESSONS LEARNED

LESSONS LEARNED

- Discipline sales

LESSONS LEARNED

- Discipline sales
- Human beings aren't fungible.

LESSONS LEARNED

- Discipline sales
- Human beings aren't fungible.
- Don't over-schedule your resources

LESSONS LEARNED

- Discipline sales
- Human beings aren't fungible.
- Don't over-schedule your resources
- Hire talented people where you find them

RESOURCING

II. GROWTH

SALES

HOW SAD IT IS! I SHALL GROW OLD
AND HORRIBLE AND DREADFUL.
BUT THIS PICTURE WILL REMAIN
YOUNG. IF IT WERE ONLY THE
OTHER WAY.

— Oscar Wilde, *The Picture of Dorian Grey*

Aspen Snowmass Central Reservations is your first choice for lodging in Aspen and Snowmass. Choose from all hotels as well as condo and home vacation rental properties. Let us package a complete vacation with air fare, lift tickets and more.



Snowmass.com


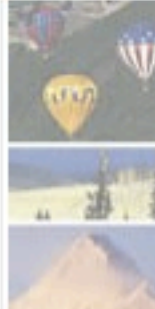
1-800-923-8920 [Your guide to Snowmass](#)

[contact us](#)

- [PLAN A TRIP](#)
- [THE MOUNTAIN](#)
- [THE TOWN](#)
- [EVENTS & ACTIVITIES](#)
- [GROUP PLANNING](#)

ABOUT SNOWMASS	BOOK YOUR VACATION NOW!	FEATURED SPONSORS	WEATHER	
<p>Winter or Summer, Aspen Snowmass is the ultimate Colorado vacation destination. The beautiful historic town of Aspen and the family vacation friendly Snowmass, Colorado, offer a wide variety of condos to private home vacation rentals, intimate inns to full service hotels. Call one of our agents to secure lodging, discounted airline tickets, and customized packages or use our fully secure online reservations service.</p>	<p>Snowmass lodging</p> 	<p>Please visit our featured Aspen Snowmass sponsors:</p> <p>Short Sport Kids Gear</p> <p>Butch's Lobster Bar</p>	<p>Hi</p> <p>Lo</p> <p>Hi</p> <p>Lo</p> <p>Hi</p> <p>Lo</p> 	



FEATURED LODGING SPECIAL	OUR PROPERTIES	MAP	
<p>The Pokolodi Lodge</p> 			



PROPERTIES
OF ASPEN

find what you seek

Frias Properties of Aspen
730 E Durant Ave. Aspen, CO 81611
(877) 636-4626 | Fax (970) 920-2020

RENTAL PROPERTIES | REAL ESTATE | RITZ | REGIS | HYATT | BOOK ONLINE | SPECIALS | AREA INFO | SEARCH | ABOUT FRIAS | CONTACT US

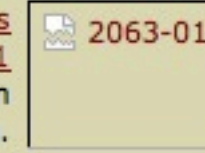


Featured Aspen Lodging

[Greystone Unit 814](#)
In-town Luxury



[Little Nell Condominiums Unit 11](#)
Excellent Views of Aspen Mountain.



[River Glen Unit 2](#)
Wake to the Sounds of the Roaring Fork River.



[St. Regis Residence Club 3 Bedroom](#)
Aspen's Newest Bliss.



Aspen Real Estate

Find what you seek at Frias Properties, [Aspen real estate](#) professionals since 1974. If you're looking for a new home or condo for sale, your vacation home, a rental property to add to your portfolio, or a [fractional ownership](#) opportunity, we are here to help you.

Our Aspen real estate brokers are intimately familiar with each and every neighborhood in the Aspen area. We sweat the details, so you can focus on the object of your desire. Contact us now to start the real estate process whether you are a buyer or seller.

Frias Real Estate just finished its best year yet. Why? It was not the economy; it was hard work by dedicated Aspen real estate professionals who truly know their

Aspen Lodging Rentals

We offer a wide variety of [Aspen lodging](#) for you to choose from; slope-side Aspen condo rentals, economical studio apartments or luxury private homes. We have more Aspen lodging choices than any other vacation rental firm in the Aspen, Colorado area. Our lodging guests enjoy complimentary health club privileges, free transportation to and from the Aspen airport, concierge services and 24/7 management services. Convenient [online lodging reservations](#) ensure the very best vacation experience any time of year you visit. Many of our guests return to Frias Properties year after year for their Aspen lodging.

Sure you can find lodging in Aspen condo rentals from others. Nobody else will treat you to the exceptional service and

Search for Aspen Real Estate

Type:

Area:

Price Range:

Bedrooms:

Search for Aspen Lodging

Lodging Type:

Price Range:



REAL ESTATE AFFILIATES OF T E L L U R I D E

[FEATURED PROPERTIES](#) | [THE LOCAL MARKET](#) | [SEARCH ALL REGIONAL LISTINGS](#) | [ABOUT US](#) | [RESOURCES](#) | [CONTACT US](#)



*Interested in receiving
monthly market and
regional updates?*

**Subscribe to the
Real Estate Affiliates
Monthly Newsletter**

Email:

TELLURIDE REAL ESTATE





Real Estate in the Telluride region offers many wonderful investment opportunities. There are very few places in Colorado offering what Telluride real estate does – a well-preserved national historic district, great ski-in/ski-out homes and condominiums, and ranch and mesa properties – all in a pristine mountain setting with fantastic views.

Yellowstone ~ Gallatin



Madison ~ Spring Creeks



-  THE FISHING
-  DETAILS
-  GALLERY
-  NEWS & REPORTS
-  CONTACT

ANGLER'S WEST GUIDE SERVICE, INC.

Come experience Montana fly fishing at it's best!

Welcome to Angler's West. We offer world class guided [fly fishing trips](#) on Southwest Montana's renowned rivers, lakes, and private spring creeks. There is access to literally hundreds of miles of fishable water within an easy drive from our base of operation here in Bozeman, Montana. We welcome anglers of all skill levels and interests.



It is our goal to provide our clients with the highest possible service and to have them leave our Montana waters with memories, fish, and knowledge that last a life time. Angler's West Montana fly fishing [guides](#) will work hard to take you to where the fishing will be the best given the conditions and your desires.

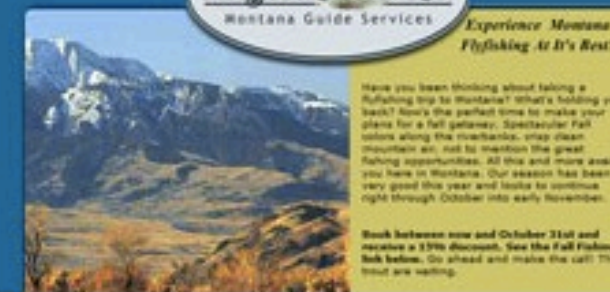
NEWSLETTER SIGN-UP

Please fill in the fields below.

Email:

Name:

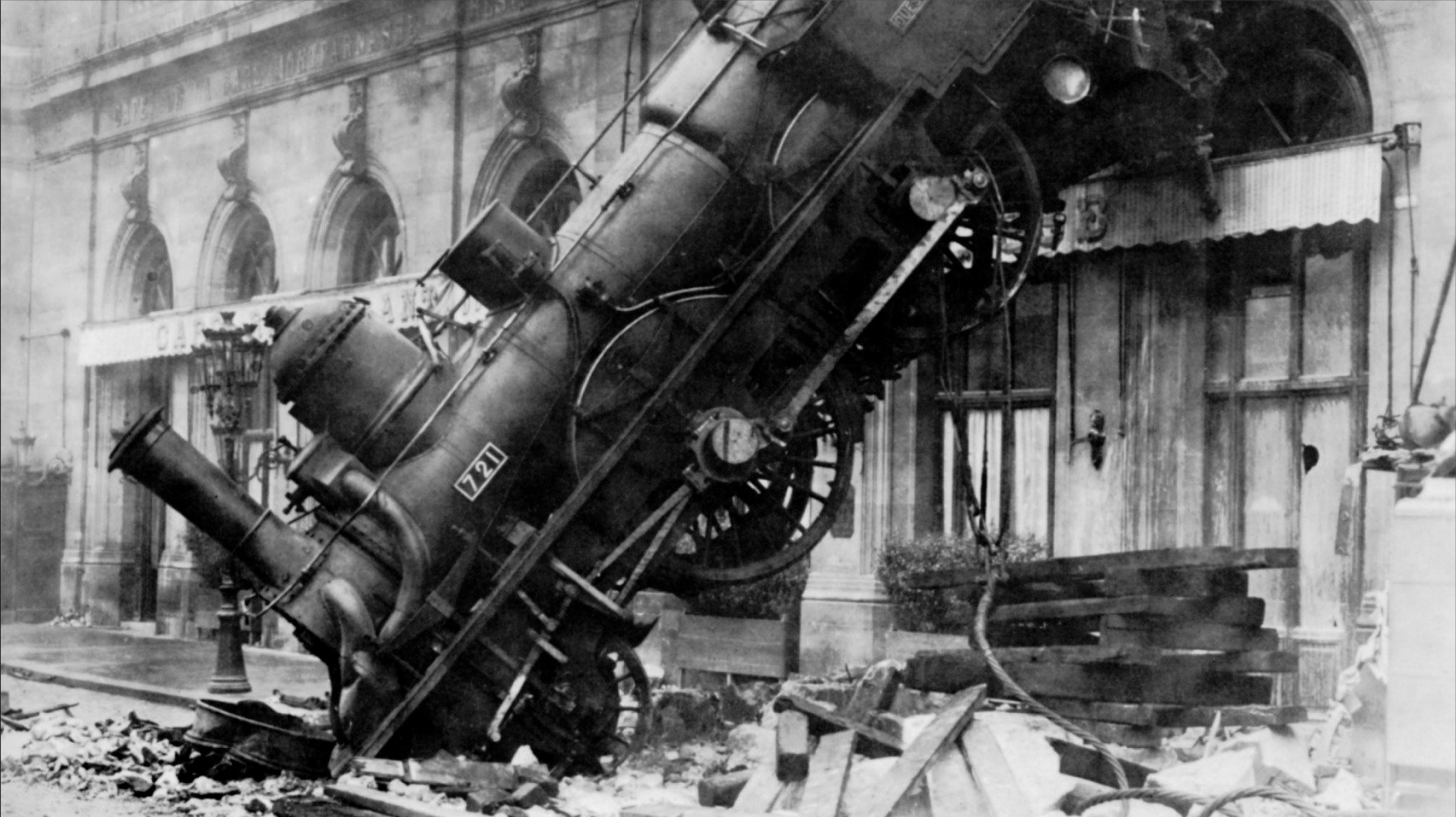
Signup for our newsletter and enter to Win a free day of guided fishing. [Learn more...](#)



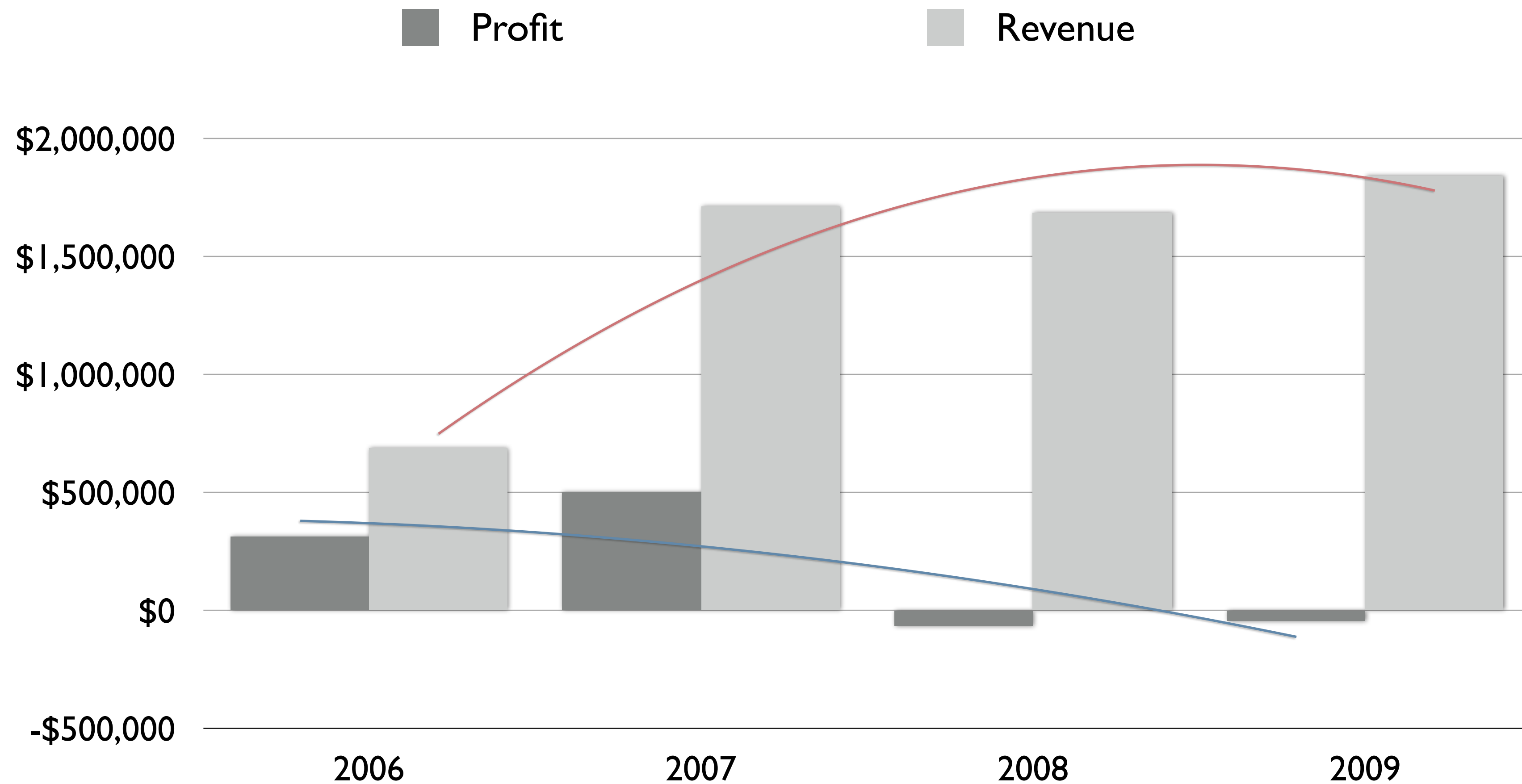
Experience Montana Flyfishing At It's Best!

Have you been thinking about taking a flyfishing trip to Montana? What's holding you back? Now's the perfect time to make your plans for a fall getaway. Spectacular Fall colors along the mountains, top rated mountain air, and to mention the great fishing opportunities. All this and more await you here in Montana. Our season has been very good this year and looks to continue right through October into early November.

Book between now and October 31st and receive a 15% discount. See the Fall Fishing link below. Go ahead and make the call. The trout are waiting.



TYPICAL AGENCY GROWTH PATTERN



AVOIDING THE MISTAKES

GROW OR DIE

**THERE IS VIRTUALLY NO SUPPORT FOR THOSE
BELIEFS IN THE FIELDS OF ECONOMICS,
FINANCE, ACCOUNTING, STRATEGY,
ORGANIZATIONAL BEHAVIOR, COMPLEXITY
THEORY, OR EVEN BIOLOGY.**

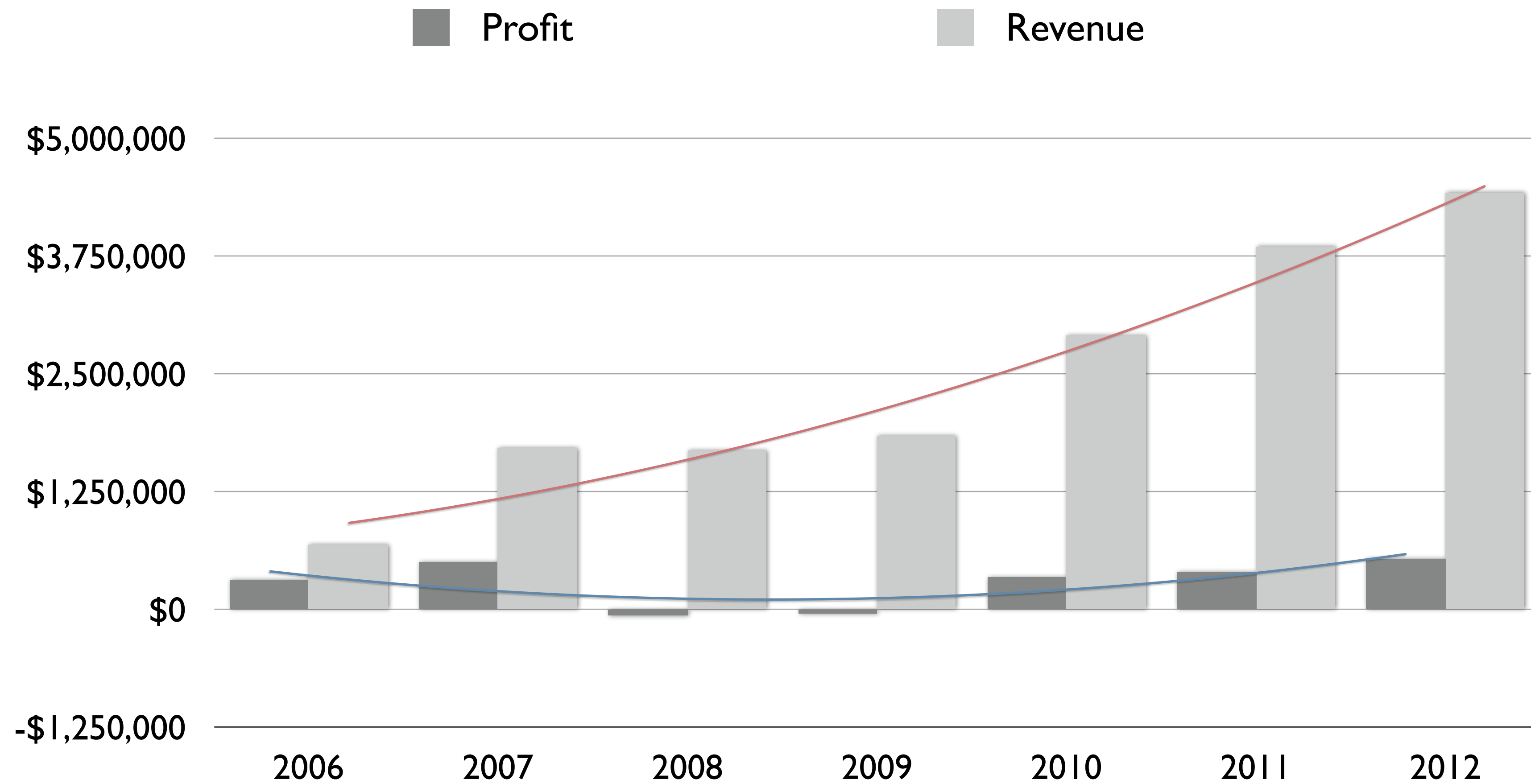


— Edward Hess, Darden School of Business

**THERE IS NOT A STRONG
RELATIONSHIP BETWEEN GROWTH
AND PROFITABILITY**

— Edward Hess, Darden School of Business

TYPICAL AGENCY GROWTH PATTERN



THE RULE OF THIRDS

TIE REVENUE TO WORK

HOW QUICKLY SHOULD I GROW?

SUSTAINABLE GROWTH RATE

$$= \frac{(PM * (1 - D) * (1 + L))}{(T - (PM * (1 - D) * (1 + L)))}$$



FOUR TYPES OF GROWTH

FOUR TYPES OF GROWTH

- Improvements

FOUR TYPES OF GROWTH

- Improvements
- Scaling

FOUR TYPES OF GROWTH

- Improvements
- Scaling
- Acquisition

FOUR TYPES OF GROWTH

- Improvements
- Scaling
- Acquisition
- Innovation

LESSONS LEARNED

LESSONS LEARNED

- Growth is not inherently good and it can conceal a host of ills

LESSONS LEARNED

- Growth is not inherently good and it can conceal a host of ills
- Match revenue to work

LESSONS LEARNED

- Growth is not inherently good and it can conceal a host of ills
- Match revenue to work
- Maintain a 10% cash reserve for working capital


LESSONS LEARNED

- Growth is not inherently good and it can conceal a host of ills
- Match revenue to work
- Maintain a 10% cash reserve for working capital
- Have a growth strategy

**GROWTH
RESOURCING
III. SALES**

TALK NOT TO ME OF
BLASPHEMY, MAN; I'D STRIKE
THE SUN IF IT INSULTED ME. FOR
COULD THE SUN DO THAT, THEN
COULD I DO THE OTHER...

— *Herman Melville , Moby Dick*

A hand is shown holding a single brown egg, positioned above a woven basket filled with a mix of white and brown eggs. The background is solid black, which makes the eggs and the hand stand out. The text 'CONCENTRATION RISK' is overlaid in white, bold, capital letters across the middle of the image.

CONCENTRATION RISK



ANAGNORISIS

That sinking realization that you may not have fully accounted for all the risks.

LESSONS LEARNED

- Diversify, diversify, diversify
- Consciously assume risk
- Allow for healthy dissent

“
WE CAN'T SOLVE PROBLEMS BY
USING THE SAME KIND OF
THINKING WE USED WHEN WE
CREATED THEM.”

— *Albert Einstein*



— DROPALCON —

Portland

MAY 20-24 2013

What did you think?

**Evaluate this session at:
portland2013.drupal.org/schedule.**

Thank you!

Building Bridges, Connecting Communities