

# How to Pick a “Smart” Quarterly Priority

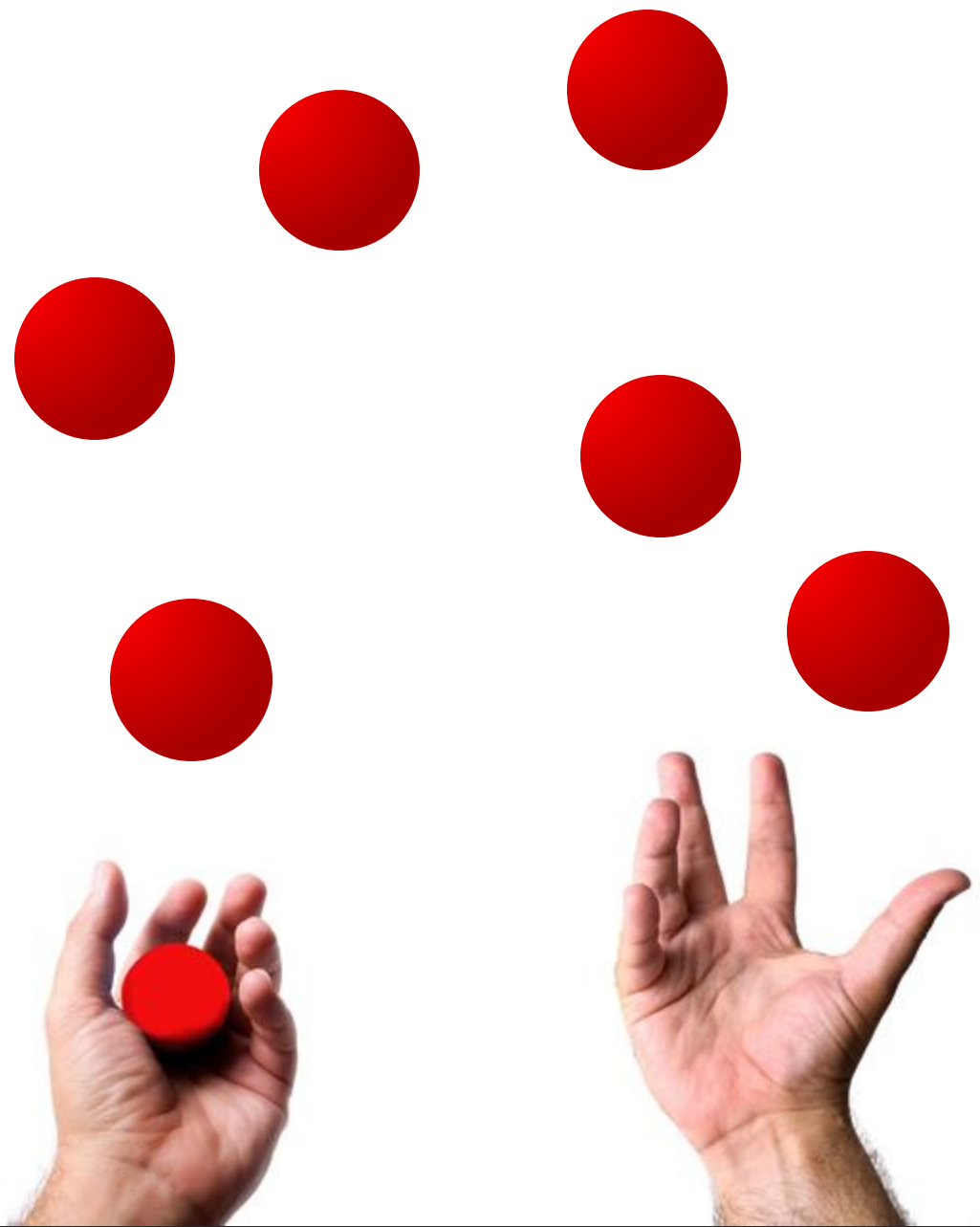
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PRESENTED BY

HERB COGLIANO

CERTIFIED SCALING UP BUSINESS COACH

ASPIRE GROWTH ADVISORS





**I was going to take over the world...  
but then I saw another shiny object.**

Pareto Principle  
Focus on the **Vital Few**;  
Ignore the **Trivial Many**

Joseph Juran, Management Consultant, 1941

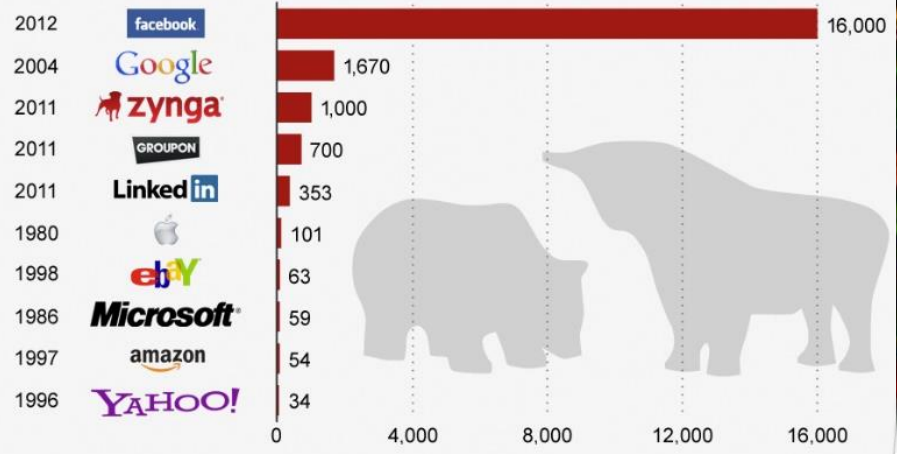


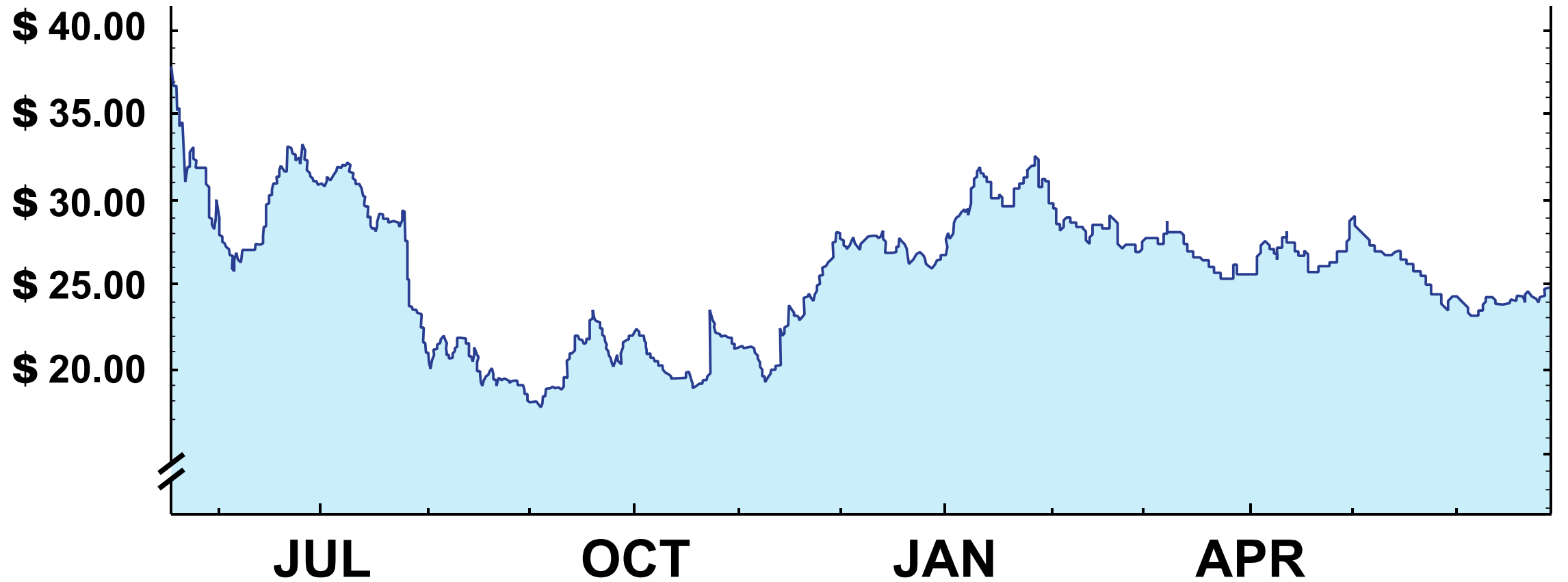
WHAT'S YOUR  
MAIN THING?



## Facebook's IPO compared with other tech companies

Raised capital in million \$





(from May 18. 2012 to Jun 28. 2013)



The Facebook logo, consisting of the word "facebook" in white lowercase letters on a blue rectangular background.

# Connecting The World

1B Users per App

**1 Year**

Mobile Revenue

**3 – 5 Year**

1. Best & most ubiquitous mobile product
2. Build the platform
3. Monetization & economic engine

**Quarterly**

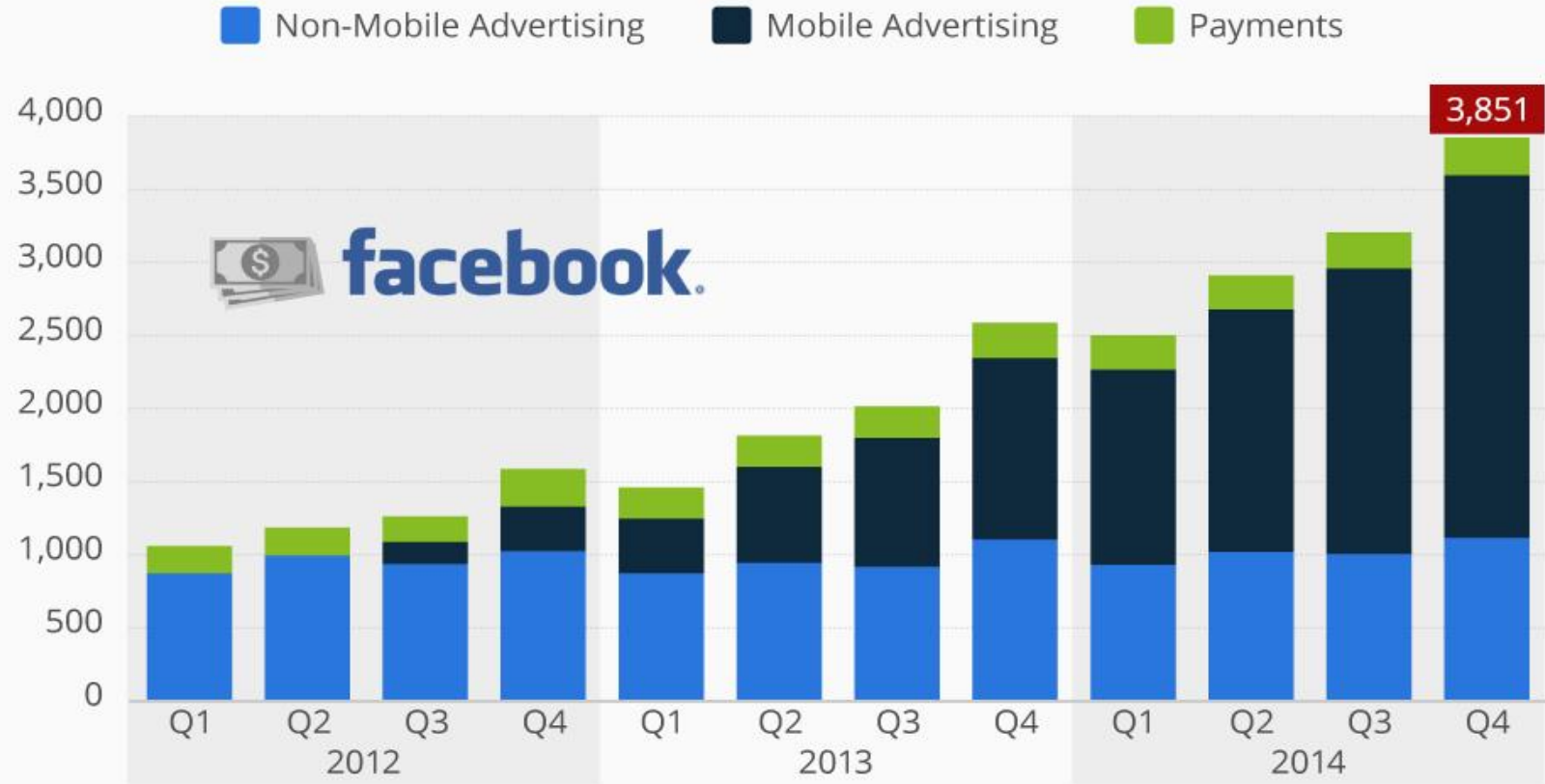
Mobile Capability  
Building the Platform





# Mobile Ads Account for 98% of Facebook's Revenue Growth

Facebook's quarterly revenue, by segment (in million U.S. dollars)



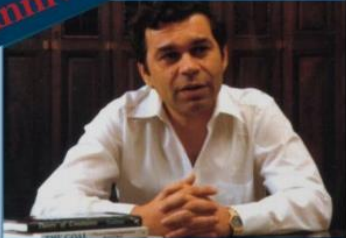


ELI GOLDRATT

1947 – 2011

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Eli Goldratt's  
"Standing on the  
Shoulders  
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Eliyahu M. Goldratt and Jeff Cox  
**THE GOAL**  
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Success Magazine

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Tom Peters

Required reading for Amazon's management.

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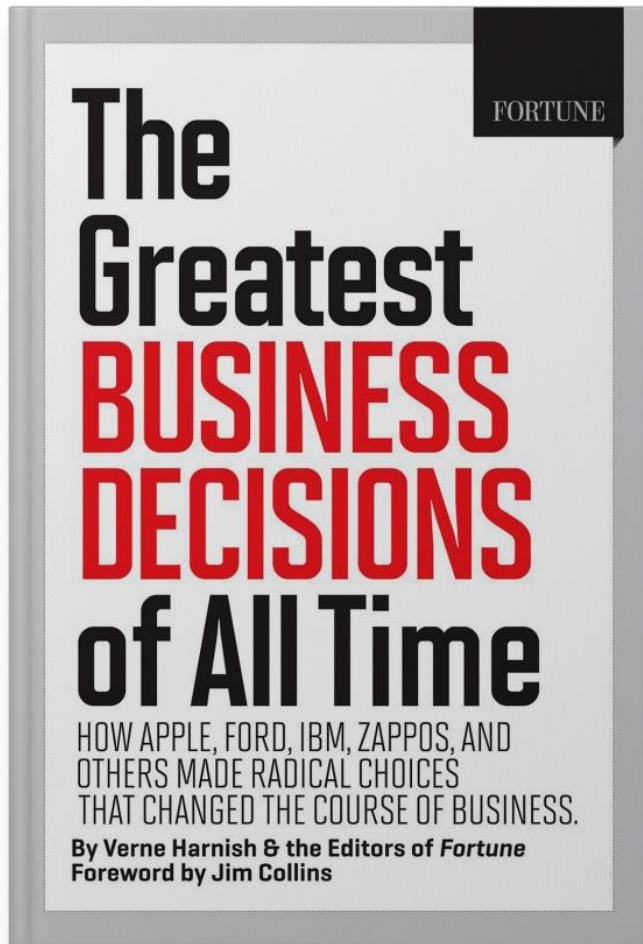
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# Theory of Constraints

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# Quarterly Targets

Gross Sales \$\_\_\_\_\_

GM %\$\_\_\_\_\_

Op Ex %\$\_\_\_\_\_

EBITDA/Other %\$\_\_\_\_\_

Cash

Units Sold

**PEOPLE**  
(Relationship)

**PROCESS**  
(Transactions/Activities)

**employees**



**customers**



**record keeping**



**make/buy**



2 Demands

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# CRITICAL NUMBER

One critical number to drive your short-term priority.  
A second critical number to counterbalance.

# Success Criteria



## Red:

Below acceptable (urgent)  
\$8 million

## Yellow:

Below the goal (pay attention)  
\$9 million

## Green:

The goal (success)  
\$10 million



# Other Key Objectives



## Operational Excellence

Productivity & Efficiency  
Product / Service Quality  
Innovation



## People

Right People, Right Seats, Right Things  
Customer Loyalty & Satisfaction  
Employee Engagement & Culture



## Initiatives

ERP Implementation  
Diversification: customer base, geography, product/services

# Initiatives/Priorities (Rocks)

- **S** = Specific
- **M** = Measurable (KPIs)
- **A** = Achievable
- **R** = Realistic
- **T** = Time-bound

*"To recruit, hire and onboard a Regional Sales Manager in the Midwest Region by December 31"*

*"To design, prototype and test the Auxiliary Power Unit (new) product QB3 by April 30"*

**QUESTIONS?**



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