

Restart Client Demand

Fix the broken growth system behind your inconsistent pipeline – and generate new client revenue within 45 days

TRAINING WORKSHOP TWO HANDOUT - ABRIDGED

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INTRODUCTION

Restart Client Demand

Realign your client-facing teams to unlock new revenue opportunities within the next 45 days

Restart client demand

Your pipeline didn't slow down. Your growth system is broken.

More than usual, across the industry, agency pipelines continue to be inconsistent. This is resulting in tremendous stress on business planning, forecasting, resource planning, culture, and more.

There is a way to drive more consistent client demand.

When orchestrated methodically – though a repeatable process – Organic Revenue Growth continues to be the most effective source of new revenue. It consistently restarts client demand.

The goal is to develop new ideas for clients they will actually want to buy – and are profitable for the agency.

This handout provides a summary of the key points and exercises covered in the second workshop of this series.

This workshop focused on one of the most effective methods for developing project ideas clients will buy. It leverages one of the simplest and most powerful tools an agency team can apply: Customer Journey Modeling.

Taking a page from the playbook of management consulting firms, when used as a diagnostic model, this approach becomes a powerful tool to identify client growth opportunities. Agencies can use it to “diagnose” each client, pinpointing the most critical challenges and opportunities impacting their business growth needs.

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ADDRESSING NEW CLIENT NEEDS

Client expectations have spiked

Understand and address their most pressing business needs – or be relegated to the sidelines

Client expectations of agency teams have spiked

They're demanding more proactive leadership, deeper strategic thinking, more integrated activation, and tangible business impact.

Client decision-makers are under extreme pressure to perform

Client marketing chiefs are being held accountable for measurable business growth like never before. In many cases, they're being prematurely terminated as scapegoats for poor corporate performance. And it's becoming clear for their agencies: play a role in this pursuit of growth or suffer the consequences. From a client perspective, why stay with agencies that don't focus on business outcomes when you can work with the growing number that do?

The key: address client business & marketing KPIs

Unlike most agencies, senior client decision-makers measure agency value based on impact against Key Performance Indicators (KPIs). Unique to each client, these are a set of category-specific metrics by which the C-suite tracks the performance of their business and marketing. Senior clients are personally evaluated against them, and as importantly, compensated against them.

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Client expectations of agency teams have spiked

Category-specific insight creates client business value.

Strategic insight is among the most valuable intellectual property an agency can provide its clients. In addition to inspiring more strategic work, insights have the power to identify growth opportunities.

The key is actionable insight into target audience purchase behavior.

Put simply: what will get more of your client's target to buy more of what they provide? Identifying opportunities to influence purchase behavior is an incredible tool in driving growth – and strategic models can help uncover them.

Strategic models enhance agency value.

Management consulting firms make heavy use of strategic models and frameworks for a reason: they are proven systems that accelerate the ability to develop better strategic work – with greater consistency. Even junior team members can develop stronger strategic thinking by leveraging these repeatable frameworks.

This training workshop focused on leveraging Customer Journey Modeling – as one of the most effective “purchase behavior insight” and Organic Revenue Growth tools.

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TAKING ACTION

Build the system that restarts client demand

Start with the single most effective strategic diagnostic
tool for generating Organic Revenue Growth

Many agencies are familiar with Journey Modeling. However, most are not tapping its full potential – particularly as a tool for Organic Revenue Growth.



1. Client Business Value

Journey modeling is one of the simplest and most powerful strategic tools an agency can use. It's a powerful tool for creating tremendous client business value.

At its core, a customer journey model breaks down each step the target audience moves through in developing a need, researching options, making a selection, and becoming loyal. This provides unparalleled insight into what's actually driving purchase decision-making process, informing your team how to provide better work and deliver greater client business impact.

By thinking both “full funnel” and “category specific,” a journey model gives you a framework with which to methodically pinpoint marketing challenges – and opportunities – your team can leverage for high-value project ideas.

Importantly, depending on the client's category, the end goal may not be to “make a purchase.” For example, it may be to donate, start a subscription, or sign up to volunteer. For each individual client, it addresses the end goal for their target audience – tangible business growth impact.

Use this training session handout to:

Map the journey: for one high-growth potential client category

Diagnose the journey: pinpoint opportunities for your agency to create growth for the client

Prioritize your initiatives: identify your best business-building recommendations

Ultimately, create business growth for your clients – and drive proactive organic revenue growth for your agency. Client first. Agency second.

Create a Basic Journey Model

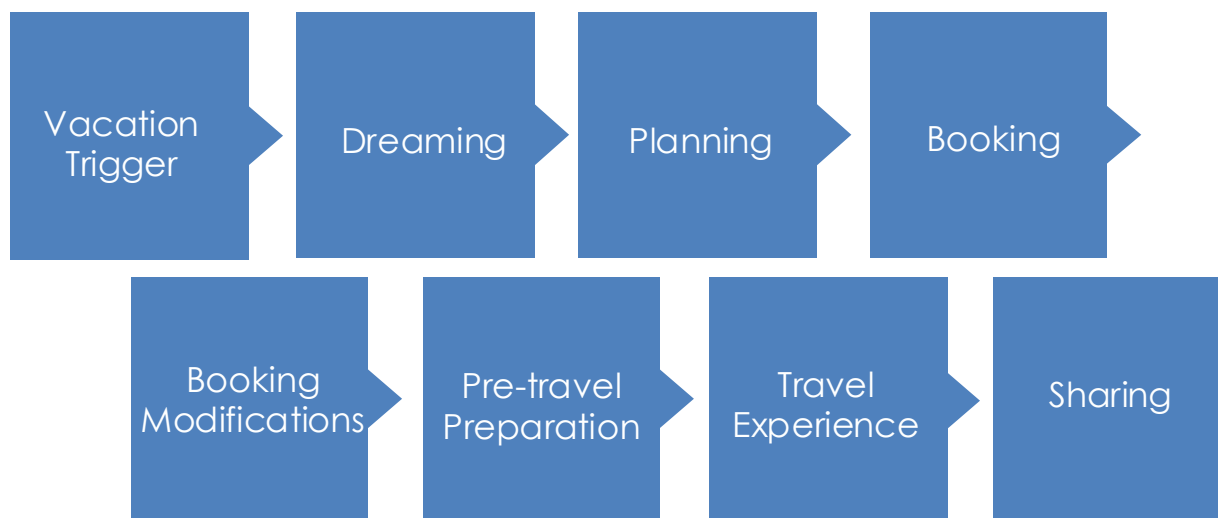
Start with your high-growth potential clients. Bring each of your client teams together. Create a first draft of (or improve) a journey model for each of those clients.

Category-specificity is the key in making it effective. Identifying the steps unique to each client's category target audience is what reveals new insight. Avoid generic steps such as awareness, interest, desire, action, etc. – far too basic and dated.

If there are multiple target audiences or products, and the paths differ, you may need to focus in on one. For example, Goodyear would have unique journey models for purchasing new tires, versus auto service, versus commercial vehicle services.

First, start with just the basic steps. Use your team's knowledge of the category and target audience. Augment with AI, as outlined on the following page. Below is a basic first draft of a journey for the lodging category.

Lodging journey model



AI For Journey Model Development

AI can significantly accelerate the development of category-specific journey models. Training the AI model is essential. Beginning with a high-level prompt provides category context and allows the LLM to learn and improve. Then move to a more specific request for journey model development.

Basic Category Business Analysis

(COPY AND ADAPT TO YOUR CATEGORY/CLIENT)

You are a: Stock Analyst with the goal of providing insight into the future growth potential of a business so that shareholders (and potential shareholders) can make informed decisions on whether to buy, sell, or hold their shares.

The objective is to: provide a business analysis of the [Lodging](#) category that will arm a marketing services agency strategist with new insight to improve their ability to provide marketing programs that will drive business growth for a [Lodging](#) client.

To complete this, analyze: business model structures, revenue channels, business KPIs, current and future business growth performance trends, target audience trends, analyst reports, earnings reports, marketing trends, relevant media articles, where the [Lodging](#) category is experiencing the biggest challenges and untapped growth opportunities, and why.

Provide each response in a manner that is: structured, bullet point format, complete with brief definitions and explanations for the role and importance of each. For the business KPIs, be sure to be comprehensive (including at least 20) and specific to this category, organizing them by type and including "sub-KPIs."

The first question, just focus here: break out the business model, business KPIs, and revenue channels for the category. Outline how [Lodging businesses](#) generate revenue.

Journey Model Development

Building on the same thread, AI prompt example (COPY AND ADAPT TO YOUR CATEGORY/CLIENT)

You are a: Target Audience Research and Insight Strategist, specializing in the [Lodging](#) category.

The objective is to: list out each step of a [Lodging guest's](#) path to purchase (customer journey). For this journey model, focus on the audience segment "[Families with Children](#)" This segment values [family bonding time and seeks safe, fun experiences](#).

To complete this, analyze: key target audience trends shaping purchase behavior now and in the near future for the [Lodging category](#). Consider what is most emotionally compelling to families with children when selecting one [lodging](#) experience over another. Include how they step through the decision-making process to plan a family trip, from the initial trigger [through evaluating destinations and lodging types to ultimately selecting and booking a specific lodging option](#). Customize the journey using [lodging](#) category terminology when naming each step (do not use generic step names like "awareness" or "consideration").

Provide the response in a manner that is: a sequential list, structured, sequential bullet point format, complete with an explanation to help clarify the key steps.

First, focus here: list the steps in the customer journey for [Families with Children](#).

Iterative Prompting

The first run of a prompt may not always provide the depth of knowledge you need. It's critical to continue making requests to dig deeper, get more specific, expand and contract its responses. Here's a game changer – ask it: **Please ask me all the questions you require to complete this request effectively.**

Creating a More In-Depth Journey Model

Ideally, journey models expand beyond the basic framework to include additional path-to-purchase insights. This more detailed journey model framework encourages a deeper dive into the target audience's thoughts, feelings, and actions – all with the goal of uncovering opportunities for business growth. Here's a basic example for the resort hotel category.

CLIENT CATEGORY: RESORT HOTELS				TARGET AUDIENCE: VACATIONING COUPLES			
Stage	Vacation Trigger		Travel Planning		Vacation		Rebook
Target Audience Experience							
Doing	Dreaming	Researching, Comparing	Booking Stay	Modifying Booking	Prepping for Travel	Staying	Sharing, Feedback, Return
Thinking	"We really need / want to get away. What do we want to do?"	"How much will this cost? What are our options?"	"Wow, this is a lot of work."	"Let's make sure this will be perfect."	"Want to get there, but there is so much prep, and time is running out."	"This is awesome, we never want to leave."	"We wish we were still there."
Feeling		Anticipation, overwhelmed	Annoyed, worried about buyer's remorse	Invested, inspired	Anticipation, overwhelmed	Decompressed, refreshed	Depressed, then nostalgic
Touch Points	Word of mouth, traditional media, online, mobile	Online, mobile, traditional media, OTA, travel agents, reviews	OTAS, phone, direct	Email, direct, phone, customer service	Email, digital, social, retail	On-site, email	Social, peer sharing
Client Business Goals							
Objectives	Immediate consideration set	Qualified leads	Lead conversion, up-sell, increase length of stay	Up-sell, cross sell, booking retention	Up-sell, cross sell, booking retention	Up-sell, cross-sell, ancillary revenue, RevPAR	Rebooking, Cross-property booking
KPIs	Awareness, top of mind recall, brand preference	In-bound inquiries (volume, velocity, quality) site traffic, conversion	Rate/occupancy, spend/occupancy, duration of stay, RevPAR	Hotel services cross sell, ancillary revenue, RevPAR	Hotel services cross sell, ancillary revenue, RevPAR	Hotel services cross sell, ancillary revenue, RevPAR	Review ratings, in-bound inquiries, social posting
Desired Actions	Seek info about brand	Explore brand offering	Book brand directly	Add on to stay, booking retention	Add on to stay, booking retention	Add on to stay	Rebook, post positive reviews, WOM
Client Business/Marketing Growth							
Opportunities*	Facilitate dreaming process, drive off season bookings	More engaging UX based on deeper target needs/insights	Radically simplify the booking UX	Educate, facilitate an enhanced vacation	Educate, facilitate an enhanced vacation	More effectively personalize the experience, drive up-sell, cross-sell	Inspire and facilitate next vacation

*Business/marketing growth strategies, versus marketing communications tactics

○ The line plot above is a quick visual reference for positive or negative feeling at each journey stage

Based on the example above, expand your basic journey model by adding more depth to each step in the path to purchase. Add elements such as:

Target Audience Experience

- What is the audience doing, thinking, and feeling at each stage in the journey?
- What are the touch points for your client to engage with the target audience?

Client Business Goals

- What are the client's business objectives at each stage of the journey?
- Which business and marketing KPIs can be impacted at each stage?
- What action does the client want the target audience to take at each stage?

Client Business/Marketing Growth

- By synthesizing the above, what are the opportunities for your client to make an impact with the target audience to drive business growth?

TAKING ACTION

Turn your new model into a powerful diagnostic tool

Identify new project ideas that will be of high-value
to each client



Journey Model Diagnostics

As you complete your journey model, take it a step further: use it as a diagnostic tool to methodically move through each step of the journey with the goal of pinpointing growth potential – identifying both challenges holding your client back and untapped opportunities to propel them forward.

Organic Revenue Growth

Taking this approach, journey models become a powerful organic growth tool. Because they are all grounded in driving business growth, you will identify new project ideas that are of high value to your client.

As you consider growth for your client – and the agency – address the following diagnostic questions:

Where in the journey are the biggest challenges?

Where in the journey are the biggest opportunities?

Where in the journey are we currently having the biggest impact?

Where in the journey could we be having more impact?

TAKING ACTION

Evaluate your new project ideas

Be sure they are worthy of going forward to the client

Evaluate New Project Ideas

Once you have used the journey to uncover new ways to create business value for each client – all grounded in your client's specific target audience and category – evaluate them to determine which are worthy of taking to the client.

It is important to bring objectivity to this process and remove the bias that can creep in when teams fall in love with a new idea. Too often, agencies present ideas based on internal ambitions ("We could win an award for this!", "We need to sell them on this new capability!"), without anchoring their proposals in the business growth needs of the client. And, when those ideas inevitably get turned down, it can impact team morale and the agency-client relationship.

Mirren Impact Evaluation Tool

Using the simple grid below, evaluate your new ideas across four key criteria:

- **Impact to Client P&L:** Does this idea have the potential to drive the growth of the client's business? Will it impact their important business KPIs?
- **Ease of Client Implementation:** Can the client realistically make this happen? Or would this take a significant amount of work, time, and effort to realize? What would be the least amount of work for the client? Can we make it almost completely turnkey?
- **Impact to Agency P&L:** Will this idea improve our business growth/revenue/profitability?
- **Innovative:** Will this idea add value for our agency? Does it set us apart? Could it raise our visibility within the industry? Would it make for a great case study?

Score your ideas against these criteria on a 1-10 scale (weight them if you prefer). Using this framework will ensure new project ideas are objective. It's vital to set you up to create more valuable work and develop stronger, more rewarding client partnerships.

The Mirren Impact Evaluation Tool					
The Idea	Impact to Client P&L	Ease of Client Implementation	Impact to Agency P&L	Innovative	Score

TAKING ACTION

Your next steps

Move quickly and methodically to take action.
Start generating new Organic Revenue Growth

Taking action with journey modeling: your next steps

Whether you currently use journey models or have not used them at all, work with your teams to create custom category-specific target audience journeys for each of your clients.

You may not have the resources to immediately begin with all your clients. Start by prioritizing those with the highest-growth potential for the agency. Also consider clients who may be at risk of leaving the agency.

Remember, if there are multiple distinct journeys within your client's business (i.e., several product lines, multiple audiences, etc.), start with one that prioritizes where they have the greatest growth potential. Then create additional models as necessary.

Use each journey to inform strategic planning and to mine for new ways to help the client achieve their most pressing business goals.

By identifying the steps unique to each client's target audience, there is significant potential to reveal insight that leads to growth opportunities not previously identified. This work helps your agency deliver greater value and become an indispensable strategic business partner.

Turn this new method into a repeatable system

As more teams begin applying this method, the opportunity is to turn it into a structured, repeatable system the entire agency can rely on. Document the process. Train your teams. Build it into how your agency operates.

Turning senior team members into internal trainers further reinforces adoption, accountability, and long-term sustainability.

The goal is consistency. Your ability to generate new client demand is no longer dependent on individual talent or one-off effort. Instead, it becomes a system your agency can execute against predictably, repeatedly, and at scale.

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Fix your growth system. Restart client demand.

Mastering Organic Revenue Growth

Learn the new skills, tools, and AI now necessary to capture a greater share of each client's marketing spend – completely accelerating revenue growth.

- Uncover Untapped Client Budgets
- Develop Profitable Ideas Clients Will Want to Buy
- Present New Ideas So Clients Will Buy Them
- Scale With Assertive Revenue Growth Plans

If your pipeline is inconsistent, your system is inconsistent.

We help agencies generate new client opportunities consistently, convert more ideas into revenue, and build a repeatable growth system.

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Custom training to unlock your team's revenue-generating potential. The new skills, tools, and AI now necessary to generate organic revenue growth and win more new business.

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