

Q-Meet

Meeting Date: June 02, 2026, 10:45 am

General Summary

- **Unreasonable Initiative Launch:** New Airtable tab captures all client engagement efforts, including non-cost initiatives, increasing visibility and participation.
- **Revenue Highlights:** F25 achieved \$26 million revenue; F26 forecasted at \$5.7 million; F27 target set at \$7.8 million.
- **Business Development Strategy:** Focus on acquiring six clients with \$6 million accounts, leveraging multi-event contracts for sustainability.
- **Village Structure Concept:** Emphasizes client-centric collaboration among providers, guardians, and event makers across agencies.
- **Recruitment Efforts:** Hiring for accounting, marketing, and event coordination roles, ensuring alignment with business growth forecasts.
- **Employee Engagement Initiatives:** Anonymous feedback tools and leadership accessibility promote open communication and mental health support.

Notes

Unreasonable Initiatives and Internal Collaboration

- The team launched a centralized system to recognize and track creative client engagement efforts, boosting internal collaboration and client experience.
- **Introduction of the Unreasonable Initiative Airtable Tab** to log all original initiatives, including those with no cost, to foster recognition and visibility (10:21)
 - Previously, only monetary initiatives were tracked via accounting or Airtable tags, missing non-budgeted creative efforts
 - The new tab allows easy submission with photos, descriptions, and impact details, encouraging team participation and idea sharing
 - Val is assigned to support tracking and ensure comprehensive documentation of these initiatives
- **Examples of recent initiatives highlighted include personalized gifts, handwritten cards, and thoughtful client experiences** that enhanced client appreciation and event impact (07:40)
 - These small gestures required minimal cost but yielded high client satisfaction and loyalty
- **Cross-agency event support and shadowing programs continue to strengthen inter-group collaboration** with plans to shift shadowing requests from being initiated by management to employee-driven (13:00)

- Two shadowing instances took place last quarter, improving knowledge exchange and flexibility
- Event support across agencies like Senec, Glenn Gould, and others fosters familiarity and teamwork

AI Strategy and Training Development

- The AI task force focuses on centralizing tools, expanding AI integration, and ensuring responsible AI use aligned with client values.
- **Creation of a centralized AI toolbox within Airtable for all AI subscriptions and tools** to streamline access and clarity on usage across teams (17:04)
 - The toolbox will categorize tools by function (image, audio generation) and include passwords for ease of use
- **Emphasis on implementing AI into daily workflows, particularly leveraging Google Gemini's AI capabilities** to unlock full productivity potential (18:37)
 - The aim is to integrate AI into project phases such as planning and debriefs, enhancing efficiency
- **Upcoming tailored AI training based on a company-wide survey to gauge interest and preferred formats** (20:18)
 - Training will cover ethical use, privacy concerns, and practical applications
- **Caution on respecting client preferences and ethical standards regarding AI use** was raised by Jocelyn, highlighting the importance of human oversight and cultural sensitivity (22:34)
 - The “Hamburger principle” was reinforced: human input, AI processing, human output, ensuring no AI content is used unchecked

Business Development and Financial Performance

- The group showed resilience amid market challenges and set an ambitious yet achievable growth target for the upcoming fiscal year.
- **F25 generated \$26 million in gross revenue and \$6.5 million in company money, demonstrating operational scale and brand value across sectors** (28:36)
 - Company money is the key sustainability measure, covering fees and commissions that fund operations and profits
- **F26 is forecasted to close at approximately \$5.7 million company money, slightly below F25 due to economic uncertainty and longer sales cycles** (29:44)
- **F27 target is set at \$7.8 million company money, an ambitious 7.4 million increase reflecting improving client confidence and stronger sales pipelines** (32:54)
 - Already 68% of the F27 company money target is secured with confirmed business in production, showing strong start
- **Key new business wins include University of Calgary return, Glenn Gould Foundation, Elton John event, and new clients like Nutrien and Dumont Nickel** (30:41)

- The group is pursuing multi-brand integrated proposals and expanding cross-agency collaboration in business development
- **The 646 BD concept remains central: targeting six clients with \$6 million accounts each, focusing on clients with recurring, multi-event contracts (20:12)**
- **Business development leadership is consolidating under Janice as Executive Director of BD for the entire group, focusing 80% on E Productions and 20% on group-wide strategy (01:01:20)**

Group Vision, Structure, and Culture

- The leadership presented a new village organizational model emphasizing collaboration, client centrality, and integrated agency strengths.
- **The village concept places the client at the center, supported by providers (BD, sales, marketing), guardians (HR, finance, operations), and event makers (five agencies as gardens) (50:37)**
 - Providers are hunters (BD), gatherers (sales), and cultivators (marketing) working together to attract and secure clients
 - Gardens represent agencies with overlapping capabilities, encouraging flexible client solutions by mixing expertise across agencies
 - Guardians protect people, money, and business operations to sustain the organization's health
- **Leadership forms a council to ensure seamless coordination across the village, promoting shared wins across agencies (57:15)**
- **The group's collective culture is built on kindness, authenticity, collaboration, and trust, creating a new shared identity rather than competing cultures (44:57)**
- **Group identity and positioning work is ongoing but incomplete; over 70 group name proposals have been considered with no final decision due to market conflicts (45:56)**
- **Connect 2026 in-person meeting is postponed due to travel challenges, timing near holidays, and cost considerations; virtual gatherings will fill the gap (47:51)**

Recruitment and Leadership Transition

- The group is strengthening its accounting, marketing, and coordination teams while seeing leadership evolution in Fuse.
- **New hires include a part-time accounting assistant Camille joining Senec, and ongoing search for a digital marketing coordinator and two event coordinators in Toronto and Calgary (01:04:12)**
 - The digital marketing coordinator candidate is a strong fit, and job postings are active for coordinator roles
- **Recruitment aims to align with the strong F27 business forecast and growing event support demands across agencies (01:07:05)**
- **Brian Hansen announced stepping back from Fuse day-to-day operations to a consulting role, praising the capable Fuse leadership team including Edgar, Jamie, Katrina, and Diane (01:07:47)**

- Brian's transition signals a positive future for Fuse with established leadership continuity
- **Flexible work location policies allow employees to move cities within the group with certain expectations about office presence and personal responsibility for relocation costs (01:14:58)**
- **Coordinated internal growth and external hiring strategies aim to support increased workload while respecting team wellbeing and mental health (01:17:05)**

Q&A and Employee Engagement

- Open communication channels and leadership accessibility were emphasized to support employee wellbeing and involvement.
- **Multiple channels for anonymous and direct questions via Slido, chat, and OfficeVibe enable transparent dialogue and feedback (01:11:48)**
- **Leadership encouraged employees to speak up about concerns or dissatisfaction, underscoring the importance of mental health and team support (01:30:08)**
- **Questions clarified the benefits of applying for roles within the group, internal mobility, and the rationale behind ambitious financial goals (01:12:50)**
 - The group-wide financial goal pools all brands to foster teamwork and maximize shared success
- **Leadership reassured that despite ambitious targets, the group is on a positive trajectory with a strong funnel and responsible financial management (01:23:00)**
- **Remote collaboration across agencies is supported with availability and workload considerations, promoting flexible project staffing (01:27:04)**

Action items

Valérie Tchotanin

- Monitor and manage unreasonable initiatives tracking in Airtable; assist team members in logging their initiatives to improve visibility and sharing (11:53)

Jean-Philippe Dupuis

- Send AI training needs survey to the team; develop AI training sessions based on survey feedback; continue evaluating and integrating AI tools into workflows (21:32)

Sylvain Grégoire

- Oversee business development alignment and financial reporting; manage pipeline and communicate targets to the team (40:26)

Janice Matthews

- Lead business development efforts focusing 80% on E events and 20% on group-wide BD strategy; manage inbound lead process; share job postings for event coordinator roles and encourage referrals (26:40)

Véra Tchantanin

- Coordinate recruiting for digital marketing coordinator and two event coordinator positions; circulate job postings internally and seek referrals (01:04:12)

Jocelyn Flanagan

- Support Janice Matthews in the BD leadership role transition; continue strategic group integration efforts (01:01:20)

Brian Hansen

- Transition from day-to-day Fuse operations to advisory and consulting role; support Edgar's leadership transition to maintain operational and creative excellence (01:07:47)

Sébastien David

- Finalize group name selection process; communicate updates on alternative plans for Connect event; promote the Village concept vision; encourage open dialogue on mental health and team wellbeing (46:27)

HR

- Facilitate support regarding internal moves between cities with clear communication on relocation cost responsibilities (01:18:42)



fireflies.ai

Transcribed by

<https://fireflies.ai/>