Jojo McKinney Strategic Planning Assessment Analysis

Executive Summary & Recommendations

How we grow revenue & support demand in DC & Dallas

- **Target:** Focus effort where demand already is:
  - Prioritize Ashburn, Dallas, as well as the top high MRR, high-intent buildings with low penetration.

- **Convert:** Focus on improving win rates in specific segments.
  - Improve conversion in lower-performing channels (and products while doubling down on higher-performing channels.

- **Build/Expand:** Use whitespace and enablement insights to fully enable the highest-ROI buildings and address non-enabled sites where potential & quote activity are strongest.

Objective & Approach

Given Objective: Produce a strategic plan and recommendation on how to grow revenue in these markets and support the customer demand that we are seeing.

Approach Taken
- Exploratory Data Analysis
  - Pivot tables in Excel
  - Data visualization in Tableau

Analysis Presentation Breakdown

- Insights & Recommendations

- Market Overview

- Demand Trends

- Building Analysis

- Strategic Plan

Market Overview

Market Overview – Market Size & Share

Key Question: How big are these markets and where's the money?

- DC = **58%** of current & potential revenue; Dallas = **42%**.
- DC has **~62%** of buildings; Dallas **~38%.**
- **Ashburn** & **Dallas** are top revenue cities.

Key Takeaway: DC is the bigger market today, but Dallas is not far behind.

Market	Count of BLDG_ID	Customer Count	Annual Customer Revenue %	Annual Revenue Potential %
DC_WASHINGTON	20,613.00	11,468.00	58.32%	58.21%
TX_DALLAS	12,844.00	10,025.00	41.68%	41.79%
Grand Total	**33,457.00**	**21,493.00**	**100.00%**	**100.00%**

Customer Revenue & Potential in the Market

- **Takeaway:**
  - Both markets have ample revenue potential.
  - Ample **whitespace** in revenue for both markets.

Total Annual Customer Revenue by Market

Market Whitespace
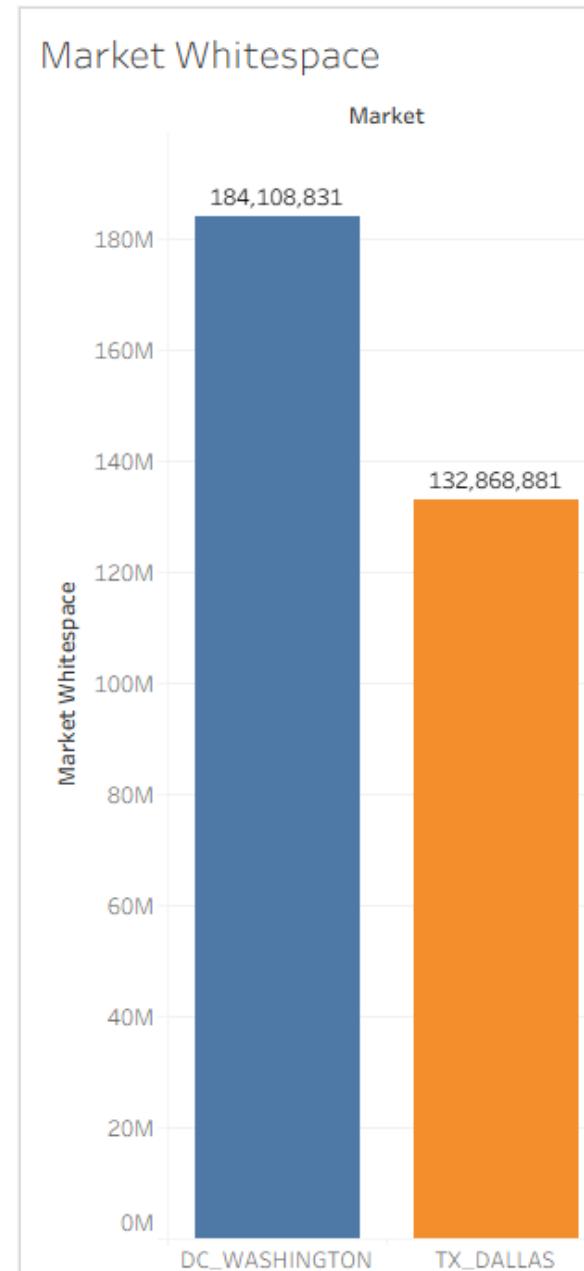
How much revenue is being left on the table?
** I defined **Whitespace** as (potential revenue – current annual revenue)*

- Both markets have **significant** whitespace
  - DC - **$184m (53%** of potential revenue utilized).
  - Texas – **$132.8m (52.7%** of potential revenue utilized)

Takeaway:
- Room to grow in both markets.
- Similar revenue-to-potential ratio suggests **no single market is tapped out.**


Market Whitespace

Market

184,108,831

132,868,881

180M

160M

140M

120M

100M

80M

60M

40M

20M

0M

Market Whitespace

DC_WASHINGTON   TX_DALLAS
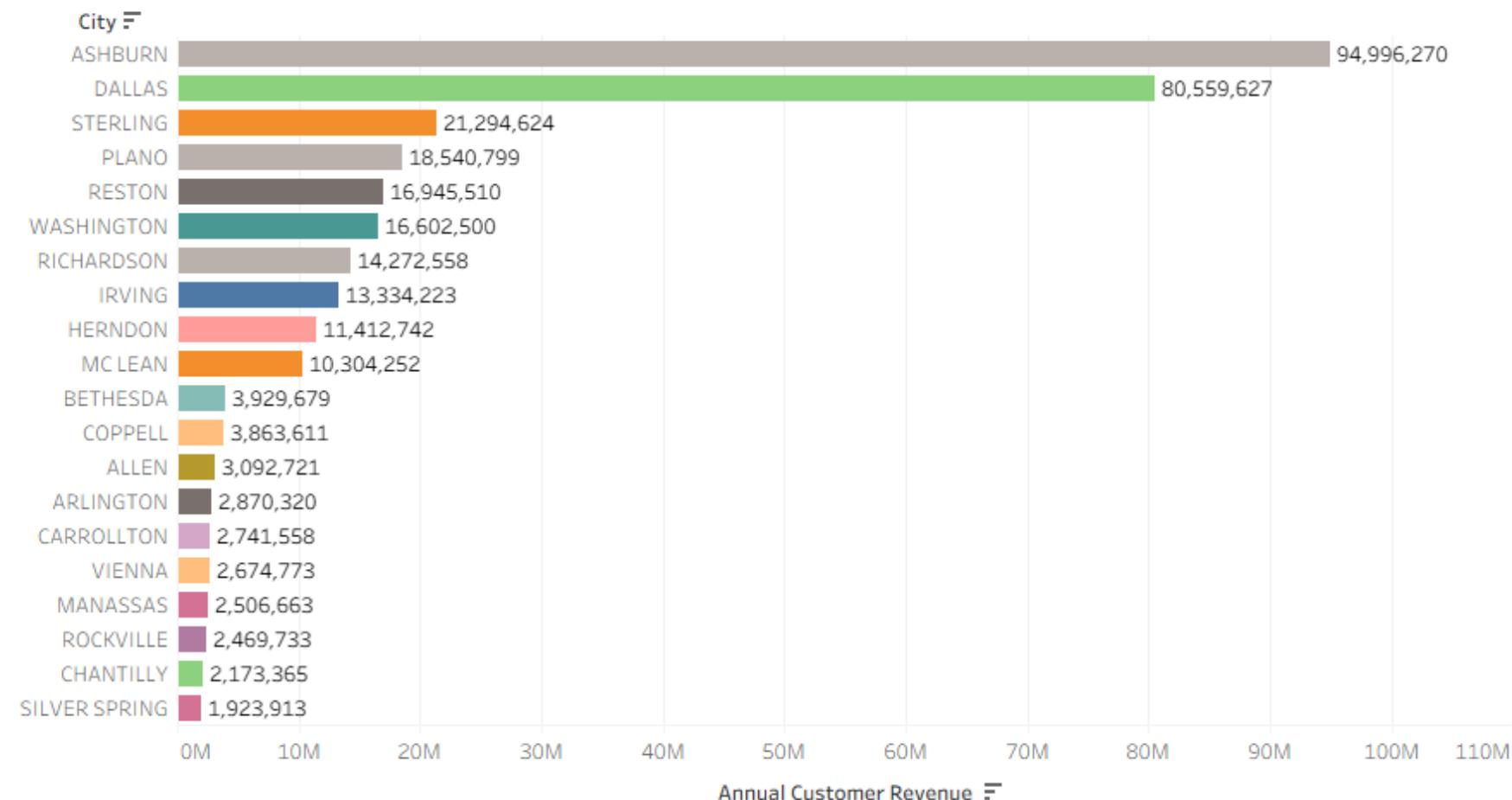
Market Overview – Market Size & Share

- **Takeaway:**
  - Ashburn & Dallas make **over 50%** of total customer revenue.

Annual Revenue by City

City

City	Annual Customer Revenue
ASHBURN	94,996,270
DALLAS	80,559,627
STERLING	21,294,624
PLANO	18,540,799
RESTON	16,945,510
WASHINGTON	16,602,500
RICHARDSON	14,272,558
IRVING	13,334,223
HERNDON	11,412,742
MC LEAN	10,304,252
BETHESDA	3,929,679
COPPELL	3,863,611
ALLEN	3,092,721
ARLINGTON	2,870,320
CARROLLTON	2,741,558
VIENNA	2,674,773
MANASSAS	2,506,663
ROCKVILLE	2,469,733
CHANTILLY	2,173,365
SILVER SPRING	1,923,913

Annual Customer Revenue

Demand Trends

Demand Trends - Where Growth is Showing Up

Key Takeaways:

- **Both** DC & Dallas markets see decline in 2025 Q4. Why?
- Relatively similar quote volume trends
 - Noticeable 2024 Q2 drop in DC market

Quote Volume of each Market by Quarter
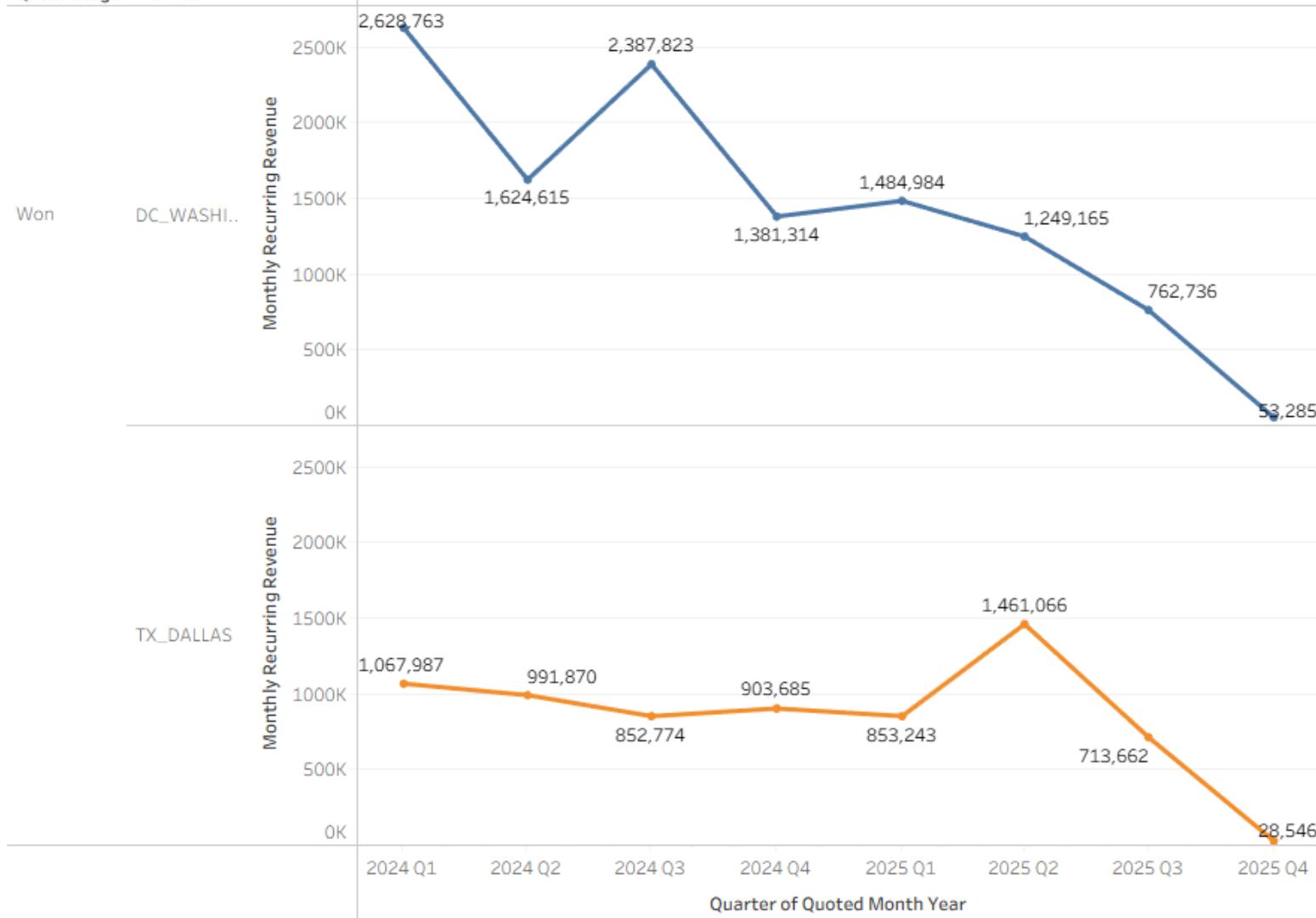
Demand Trends - Where Growth is Showing Up

Key Takeaways:

- More variation in each market's quarter. What prompted these jumps?
- 2025 Q4 decline for both markets

Won MRR by Month

Quote Stage   Market

Won   DC_WASHI..

2,628,763
1,624,615
2,387,823
1,381,314
1,484,984
1,249,165
762,736
53,285

TX_DALLAS

1,067,987
991,870
852,774
903,685
853,243
1,461,066
713,662
28,546

Quarter of Quoted Month Year: 2024 Q1, 2024 Q2, 2024 Q3, 2024 Q4, 2025 Q1, 2025 Q2, 2025 Q3, 2025 Q4
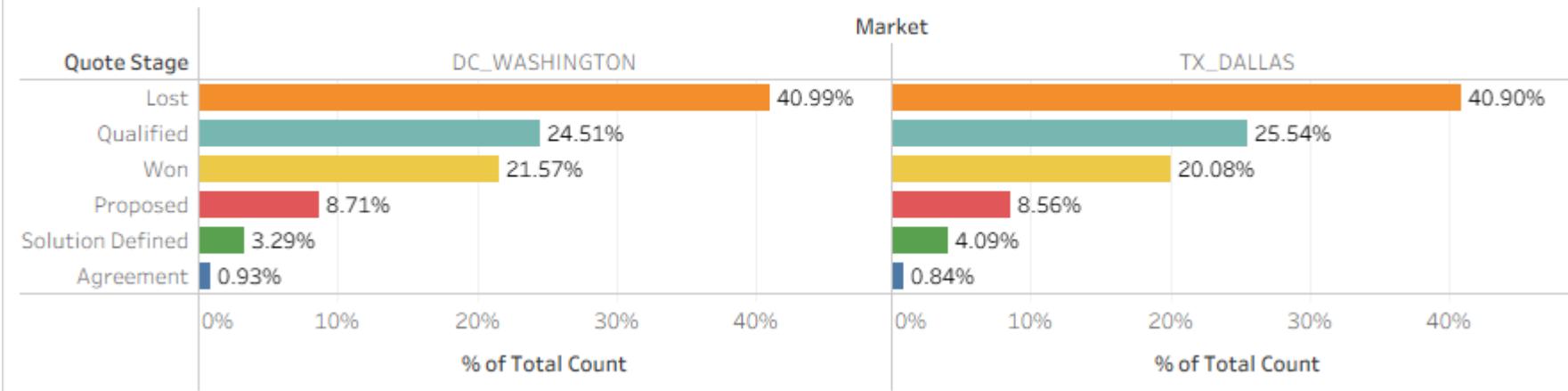
How Well are we Converting?

How well are we winning?

Key Takeaways:
- Very similar results in both markets
- ~DC win rate **slightly** higher

Quote Stage % by Market
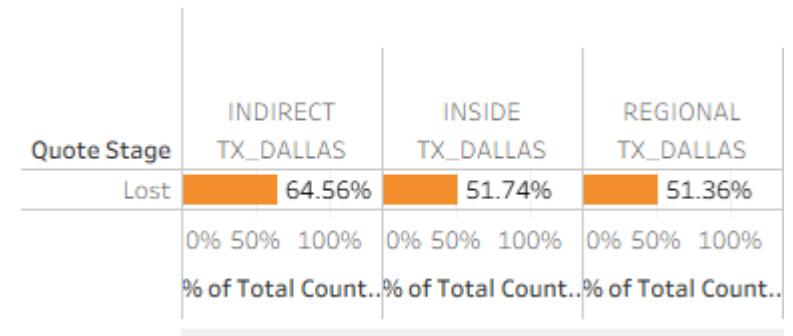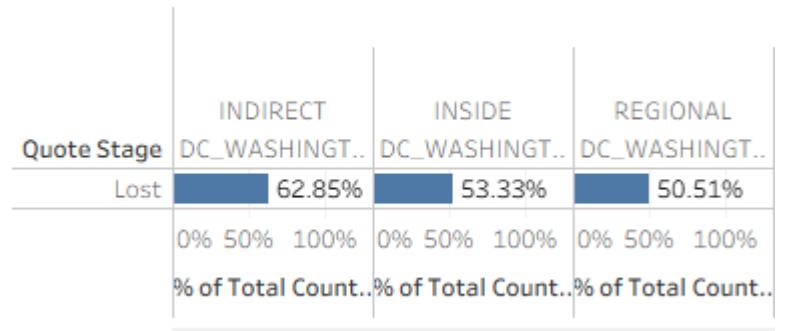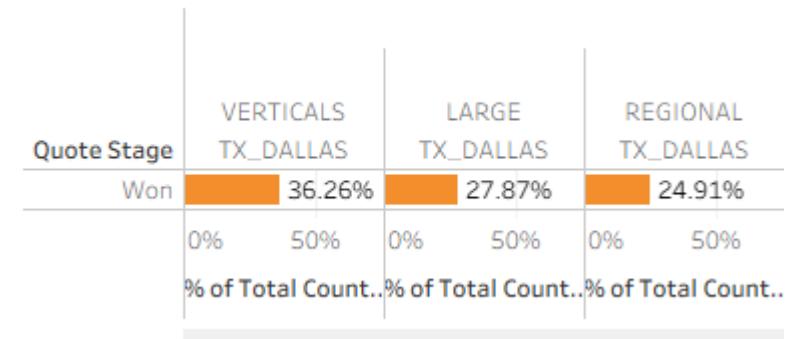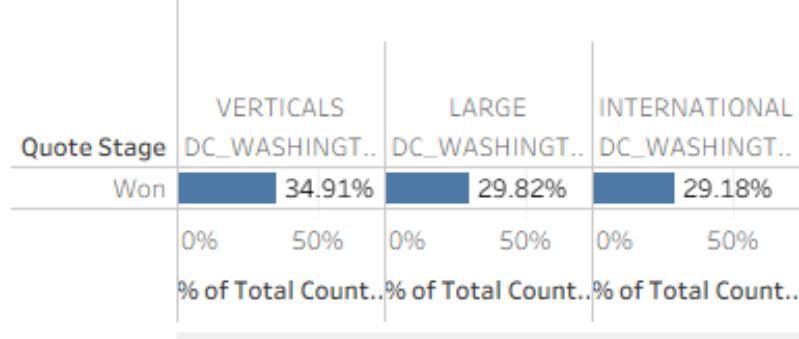
Sales Channel Analysis

Which Sales Channels Win & Lose the most?

Key Takeaways:
- Indirect channel **loses** most frequently
- Verticals channel **wins** most frequently

Buildings Analysis
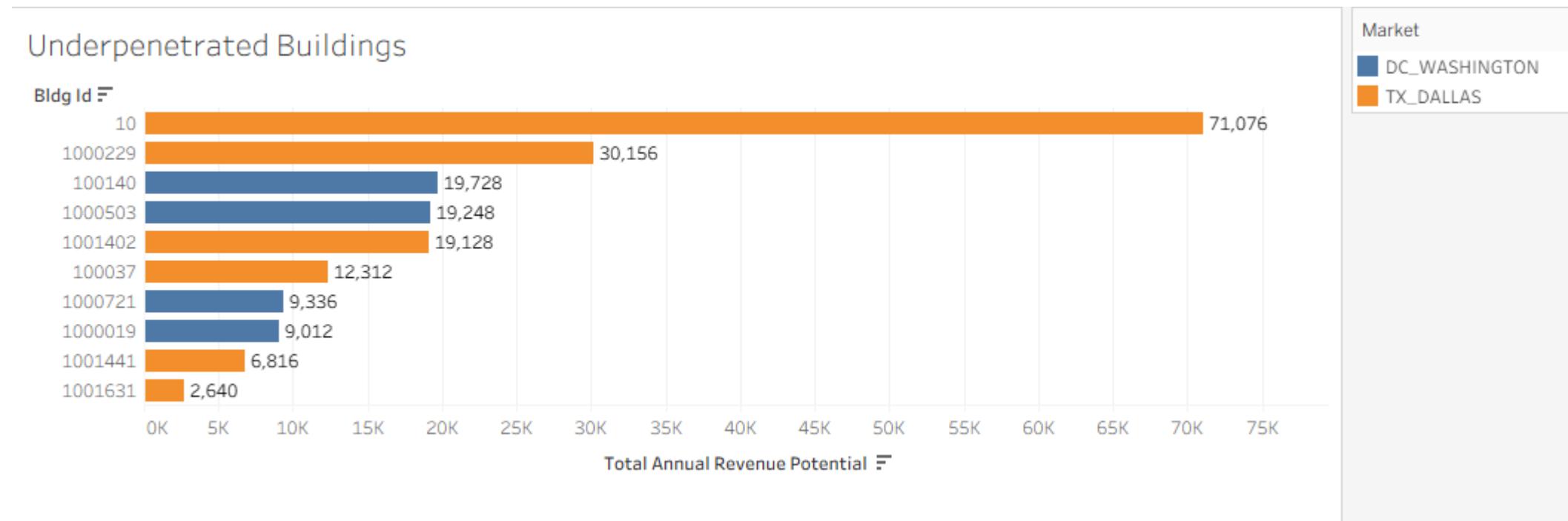
Underpenetrated Buildings Analysis

Are there buildings leaving revenue on the table?

*I defined **Underpenetration** as a building that brings in 0 customer revenue while having potential revenue available.*

Key Takeaways:

- Dallas buildings leaving revenue on the table.
- Not too many underpenetrated buildings present.
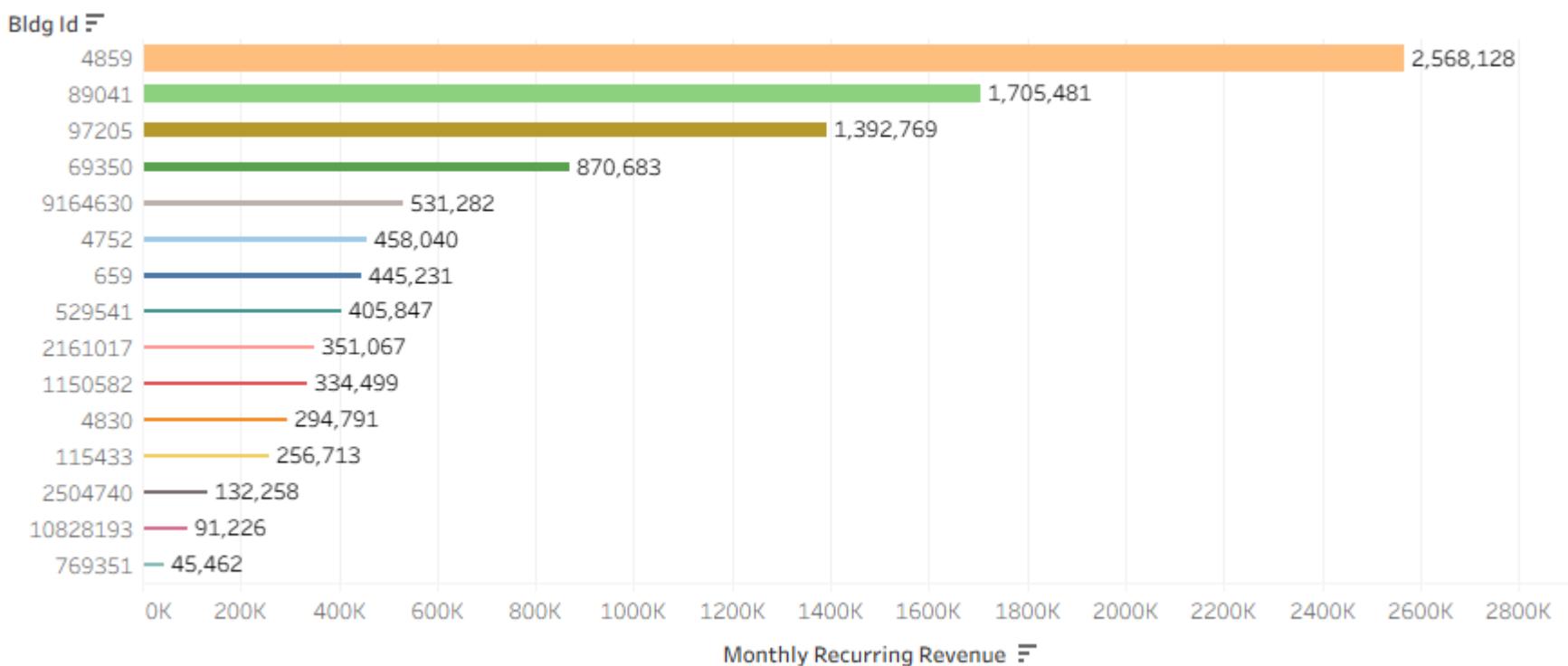
Which Buildings Generate Highest MRR?

Key Takeaways:

- Top 3-ish buildings generate most revenue then small fall-off
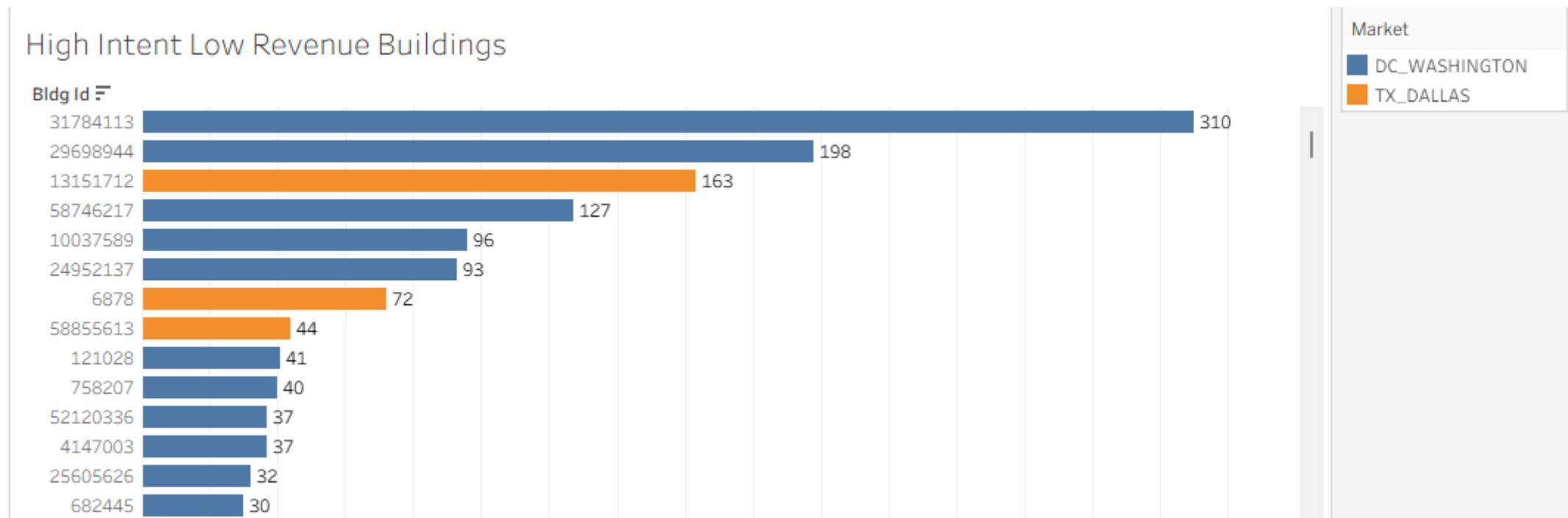
Monthly Recurring Revenue by Building

High Intent Low Revenue Buildings

Key Takeaways:

- DC Market presents more buildings with high quote count but low revenue. Why?

Enablement Insights
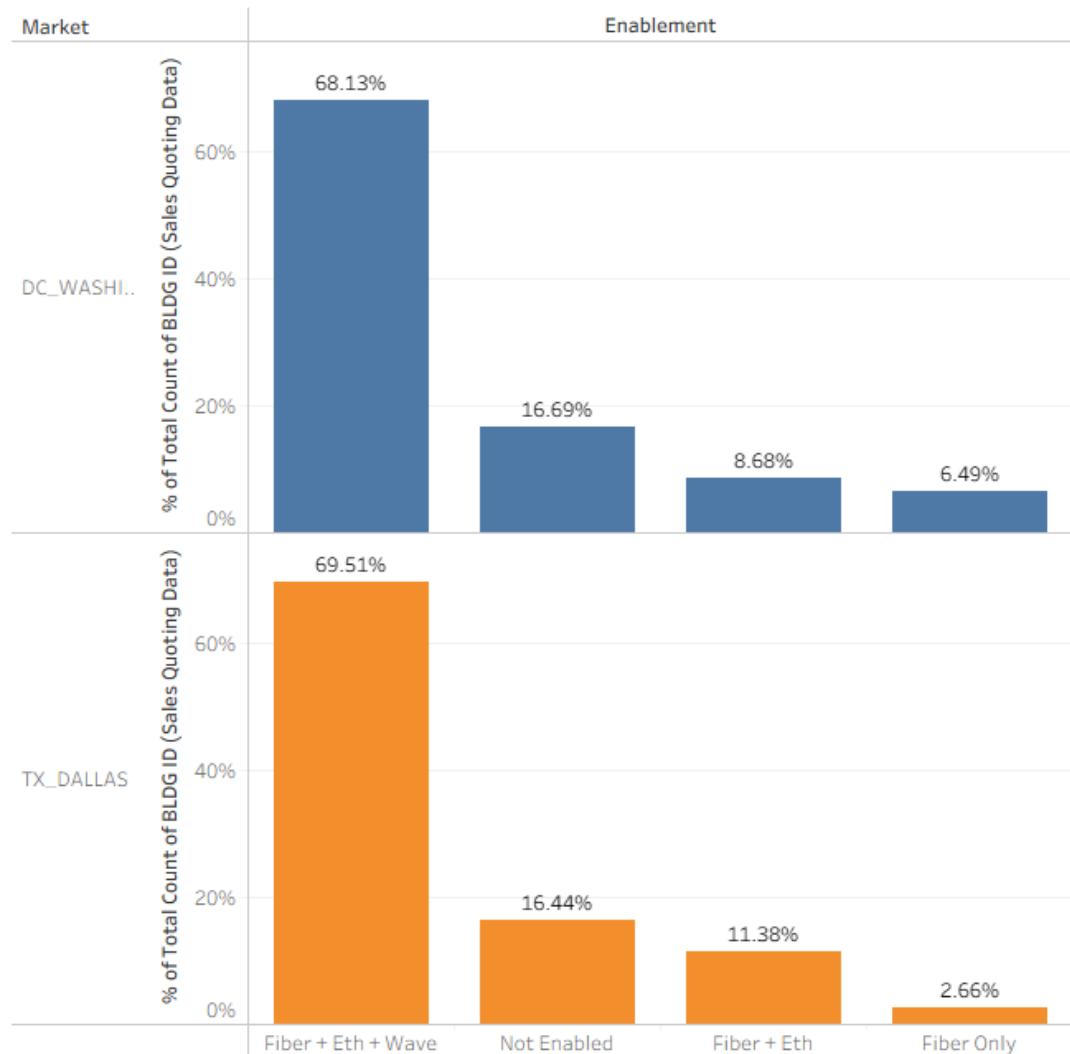
Buildings by Enablement
I defined "Enablement" as a designation of connectivity.

Key Takeaways:
- Similar Enablement % in market.
- **~16%** of both markets have Not enabled buildings.
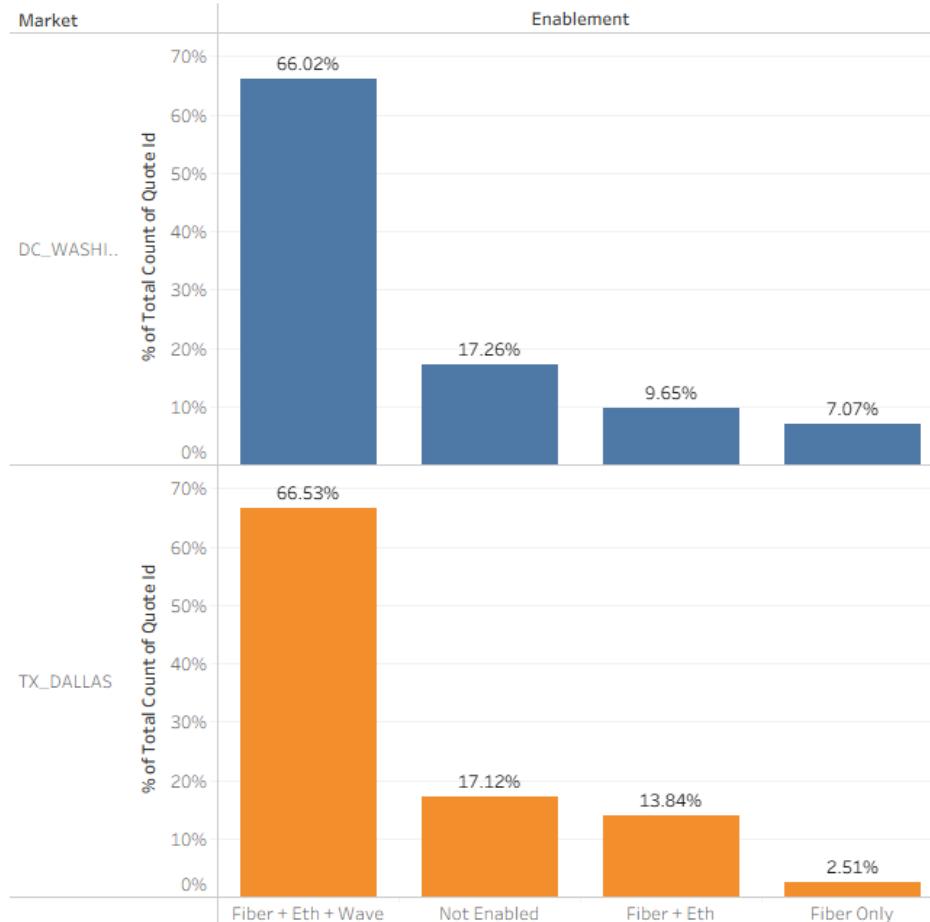
Enablement Insights
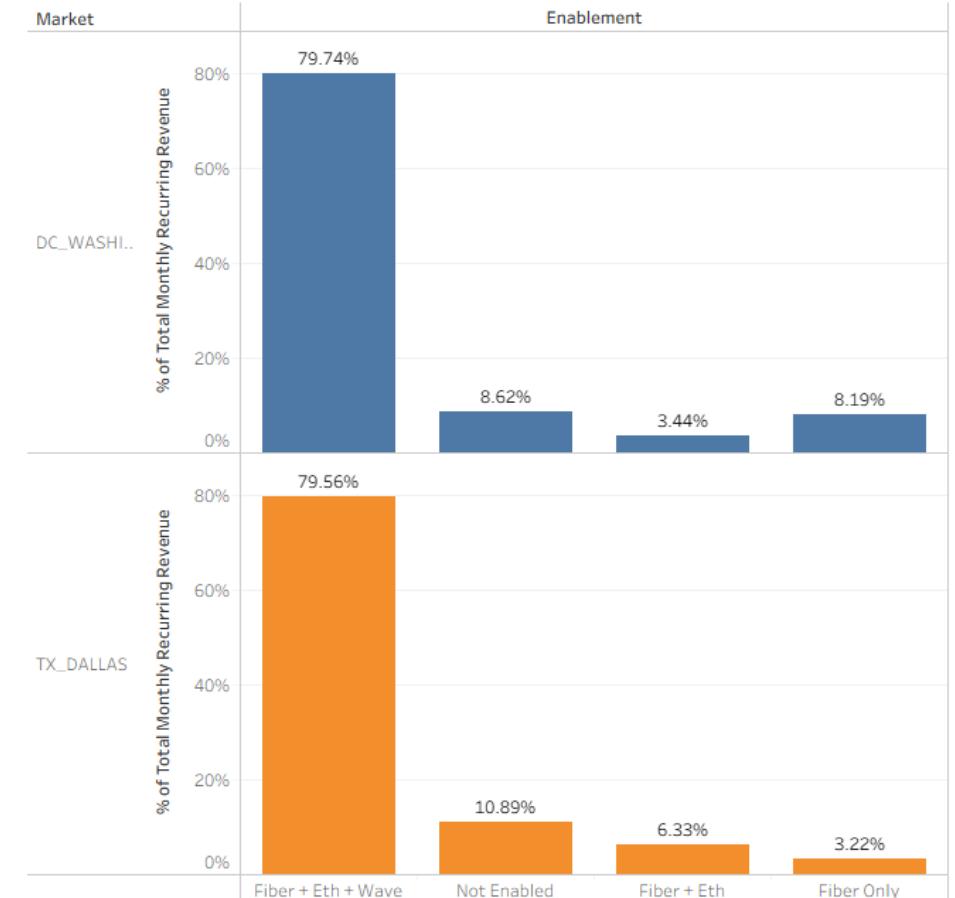
Key Takeaways:

- Similar quote count % in markets
- Fiber + Eth + Wave covers **~80%** of MRR

Strategic Plan

Key Takeaway: Grow revenue first by deepening penetration in existing markets, then expansion.

- **Target:** Focus effort where demand already is:
  - Prioritize Ashburn, Dallas, as well as the top high MRR, high-intent buildings with low penetration.

- **Convert:** Focus on improving win rates in specific segments.
  - Improve conversion in lower-performing channels (i.e., Indirect) and products while doubling down on higher-performing channels (i.e., Verticals).

- **Build/Expand:** Use whitespace and enablement insights to fully enable the highest-ROI buildings and address non-enabled sites where potential & quote activity are strongest.

Thank you!