



AMELIA 26 ISLAND 26

The Ritz-Carlton Amelia Island, FL
August 18-20, 2026

DATA WITHOUT DROWNING

Keeping your finger on the pulse without spreadsheets, software, or suffering

Isn't
having
data one
of the
great joys
of running
a shop?



How did captains cross oceans with no GPS?

- Dead reckoning: speed × heading × time
- No precision — rough numbers, estimated on the go

“Estimated on the go” can beat “calculated perfectly”

The physicist who guessed

- Enrico Fermi — Nobel laureate, built the world's first nuclear reactor
- 1945: while others waited weeks for instrument data, Fermi dropped scraps of paper simulating a blast wave, watched how far they blew, and **estimated** the bomb's yield on the spot — within striking distance of the official answer



Enrico
Fermi

How he did it: aggressive rounding

You already think this way

- For some arrangements, you don't count petals. You eyeball proportion
- You know a \$150 look from a \$95 look at ten feet

That skill is estimation. I'm just asking you to use it on your data

The Fermi Method

- Break a big, scary question into small, guessable ones
- Round every number aggressively — to a “friendly” number (10, 25, 50, 1/3, 1/2)
- Do the simple math on the friendly numbers

Within 20% today beats exact next month

Three tricks that streamline data

| The 10% slide

Slide the decimal. 10% of \$18,400 is \$1,840. From there: 5% is half of that, 20% is double, 30% is triple

| The one-third check

Fresh cost of goods: 33% (30% now). That is 1/3. Sales of \$15K? Flowers should be near \$5K — COGS analysis, no spreadsheet

| Anchor numbers

Memorize 3–4 of your own numbers — last year's monthly sales, weekly payroll. Every estimate gets fast when there's an anchor to compare against

The instrument panel

A captain doesn't watch forty gauges. Neither do you — you watch four clusters



ENGINE (Cashflow)



SPEED LOG (Sales)



RADAR (Marketing)



THE HELM (AOV, Pricing)



SECTION 2 · ENGINE ROOM

What your boat burns



FRESH COGS %

Fuel consumption. Target zone: near one-third of sales



LABOR %

Engine temperature. Creeps up quietly; overheats suddenly



MARKETING %

Fuel you burn ON PURPOSE to find new water — measure it, don't minimize it

All read as percentages of sales — never dollars. Dollars lie when sales move; percentages tell the truth

How fast — compared to your own logbook



SPEED LOG

Sales vs. same month last year

- The single most important reading on the panel
- The number matters less than the direction of change
- Down isn't automatically an alarm — it's an order to investigate
- Down 12%? Could be trouble — or two big weddings last June that didn't repeat. Same reading, opposite meanings

**The gauge doesn't tell you what's wrong.
It tells you where to look**



SECTION 2 · RADAR MAST

Can they see you? Are they buying?



GOOGLE RANKING

Your position in the sea of options to consumers. Measure over time, not by the week



WEBSITE TRAFFIC

Compare two ways: vs. last year (seasonality) and vs. last month (momentum)



CONVERSION RATE

Traffic without conversion looks good from afar, wrong up close

One story: found → visited → bought

Read the three as a sequence, not three separate numbers

The two things you steer with



THE HELM

PRICING

Sail trim. Set by perception, monitored by shopper reaction, adjusted continually — you never finish trimming a sail

AOV BY EMPLOYEE

Output per crew member — and the website is a crew member. Rank it against the humans every month

**Not gauges you read — controls you adjust.
Don't stare at the wheel. You move it**

The weekly scan

Every reading here can be checked with cooler math — no spreadsheet needed to NOTICE. Spreadsheets are for INVESTIGATING



ENGINE (CASHFLOW)

Fresh COGS % · Labor % · Marketing %



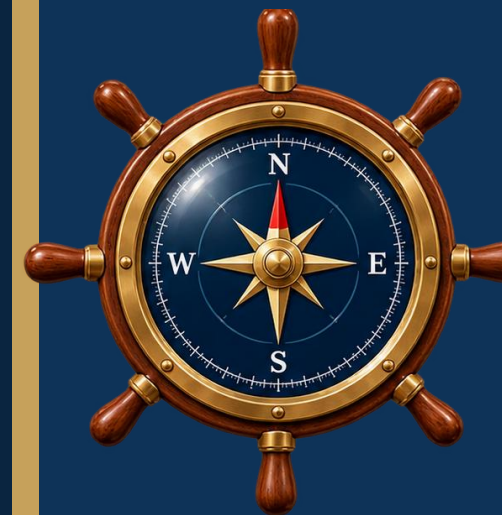
SPEED LOG (SALES)

Sales vs. same month last year



RADAR (WEB)

Website traffic · Conversion · Google ranking



THE HELM (AOV, PRICING)

Pricing · AOV by employee

Monday morning. 20 minutes, coffee in hand. Scan every cluster — investigate anything moving the wrong way

RECAP — The instrument panel

A captain doesn't watch forty gauges. Neither do you — you watch four clusters



ENGINE (Cashflow)



SPEED LOG (Sales)



RADAR (Marketing)



THE HELM (AOV, Pricing)

What if you had someone on your team...

*...who knew everything about your operation and your data
— and was somehow even smarter than Fermi?*

What if you could ask...

“One of my designers wants to go full-time. Can I afford it?”

“I need to raise prices — across the board or item by item? And how will I know if it’s driving customers away?”

“I really need a break. What’s the best week to take off next month?”

“Watch my fresh flower cost weekly. Tell me if it goes above 35%.”

“Google Ads or SEO — where’s the best bang for my buck?”

The three stages

Same phone. A growing role

STAGE 1

Advanced Search

For everyone, day one. Like Google — but it answers instead of listing links. No data required

STAGE 2

The Analyst

For those ready to share data. Paste in your sales, payroll, a POS screenshot — and ask the questions from the last slide. Fermi's brain with your actual books

STAGE 3

The COO

Connected to your data continuously. You don't ask — it TELLS YOU. It watches your instrument panel while you sleep

At the COO level, you stop asking questions

— *it speaks first and starts raising flags*

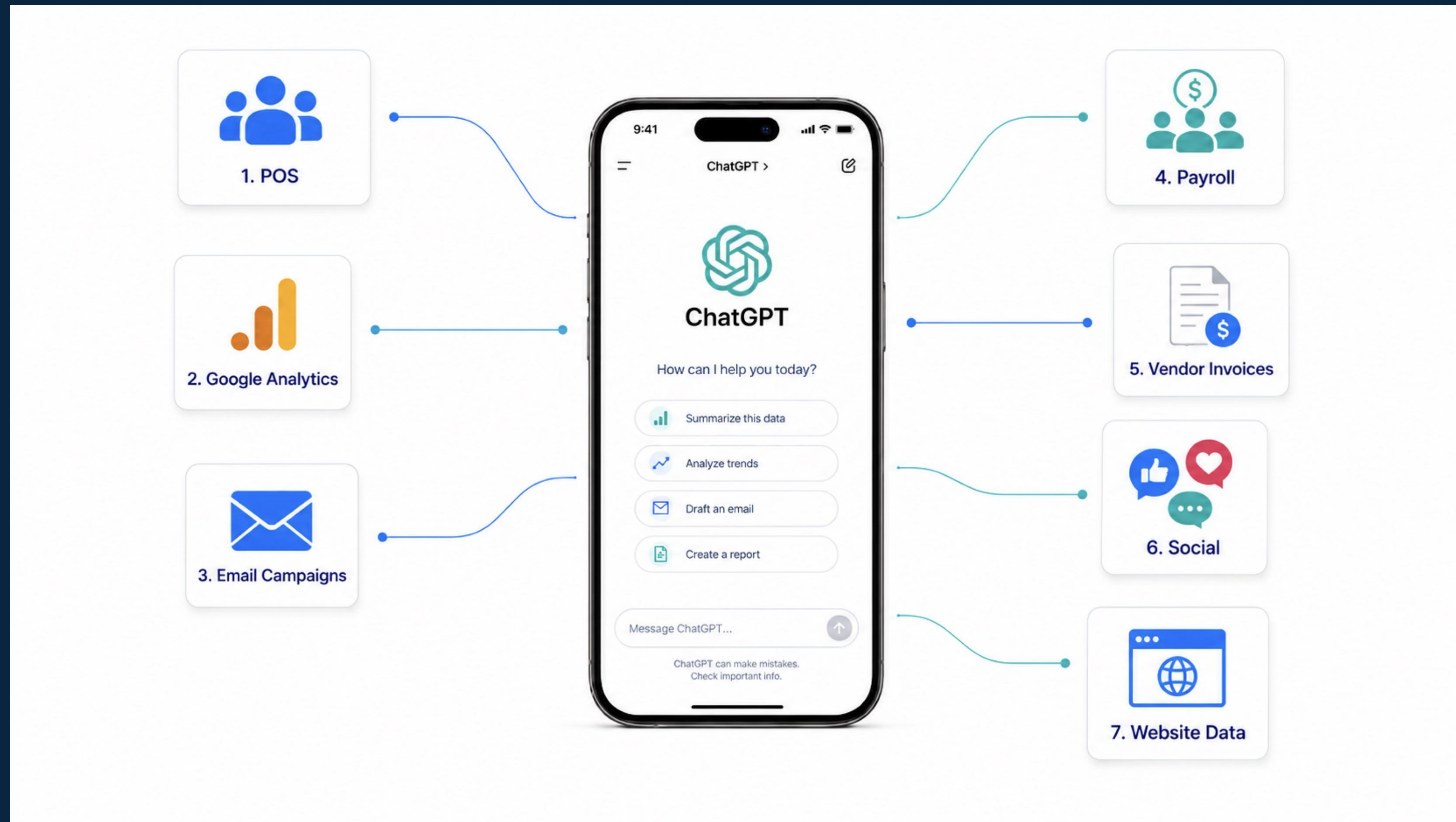
THE FIRST MATE — UNPROMPTED

“Lower your Google Ads spend. Your cost per order is rising while your review score is falling — you’re paying for traffic you could get free. Fix the reviews first. Do you want a phone list of your most active customers?”

It monitors the gauges. You didn’t have to ask

Connections Create Power

Once these data sources are connected, you have real access to the data you actually need

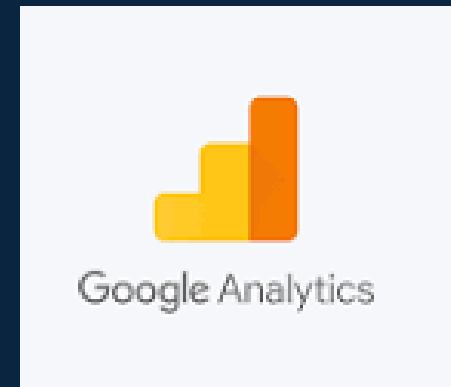


Built-in AI

Built-in AI is good when it does a **chore** or makes a **prediction**. It's typically bad when it tries to be a **consultant**. Test It. Learn how to benefit.



If your chart of accounts is a mess, the AI just amplifies it — you're automating your own bad habits



Answers questions about your shop's stats. Not reliable for insights



It edits workbooks, builds pivots, writes formulas that work

None of these tools can see across your shop data or compare to other shops. That is when the real value comes in. Built-in AI can tell you what you did; it cannot tell you what you should have done, because it has nothing to compare you to

You're still the captain

- AI is the first mate, the radar, the autopilot — it is not the captain
- It watches, it calculates, it recommends

You make the decisions

- Fermi math is how you sanity-check the first mate
- The instrument panel is how you know what to ask it about

SUMMARY

1

Round aggressively

Fermi math

2

Scan the panel weekly

The four gauge clusters

3

Hire the first mate

Coming in 2026

This week: download an AI app. Ask it one real business question

“You were never drowning. You just needed better tools.”