



STRATEGIC CLIENT MANAGEMENT

How to Retain and Grow Existing Clients

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HOSTED BY:



Society for Marketing
Professional Services



GETTING STARTED



ACQUISITION | Get 'em

RETENTION | Keep 'em

EXPANSION | Grow 'em

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Client Management

RETENTION | Keep 'em

EXPANSION | Grow 'em

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Client Management

is about **maintaining** and
growing your most
important clients


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Why is it so hard



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LACK

- Process, tools and/or training
- Funding
- Active support by upper management

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Our Initial Attempt

2009-2011

“80% of our business comes from repeat clients”

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IGNITE | INNOVATE | EXECUTE



UNSUCCESSFUL

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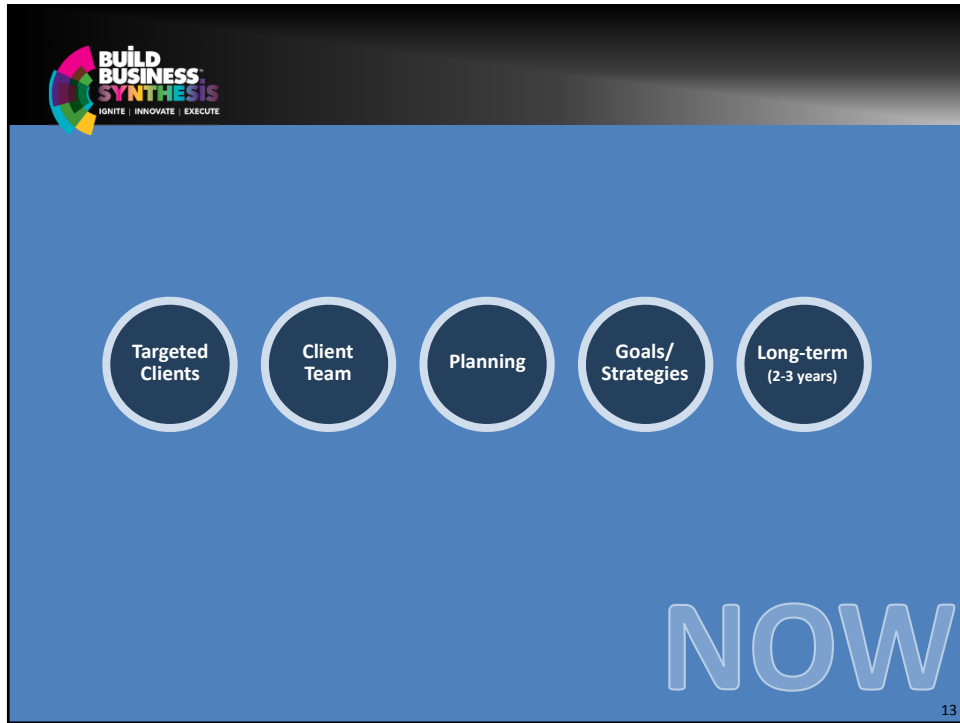
IGNITE | INNOVATE | EXECUTE


*“Embrace client management and
deliver high value results that
strengthen our enduring partnerships”*
[5-year Strategic Plan excerpt]

Our Current Initiative

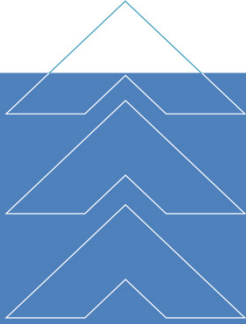
2013-Present

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BUILDING MOMENTUM



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Comparison

| | | | | |
|------------------|----------------|----------|---------------------|-------------------------|
| All Clients | Client Manager | The Plan | Projects/ Contracts | Near-term (6-12 months) |
| Targeted Clients | Client Team | Planning | Goals/ Strategies | Long-term (2-3 years) |

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PLANNING

Client Development Plan
National Guard Bureau

Created: February 9, 2012 (Updated 3/2/2012, updated 12/5/2012, updated 2/8/2013, updated 5/1/2015)

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| Client Management Team | | |
|------------------------|--|---------------|
| Name | Role | Office |
| Zach Hall | HERC Client Development Leader and NGB AD ERQ Contract Manager | Boise, ID |
| Ching Chen | HERC ERQ Deputy Contract Manager | Portland, ME |
| Steve Langley | HERC/EC Compliance Director, AD/20 | Tulsa, OK |
| Tom Gould | Regional Capacity Center (Hudson and Pacific) | Anchorage, AK |
| Clay Lee | Regional Capacity Center | Portland, ME |
| Vic Dunn | Regional Capacity Center (OR, CA, NV, AZ, UT) | Portland, CA |
| David Ito | Regional Capacity Center (MT, ND, WY, SD, KS, NE, IA, MO) | Portland, NE |



NOW

THEN

NOW

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TRAINING

VS.

COACHING




THEN



NOW

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**BUILD
BUSINESSSM
SYNTHESIS**
IGNITE | INNOVATE | EXECUTE

AND

- Focus
- Attitude
- Visibility

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**BUILD
BUSINESSSM
SYNTHESIS**
IGNITE | INNOVATE | EXECUTE

**CLIENT &
CLIENT MANAGER
SELECTION**

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Client Selection

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CORPORATE (2005, 2006)
Top 25 Clients

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Pareto's Principle

The 80-20 Rule

"Helps you manage those things that **really make a difference** to your results"

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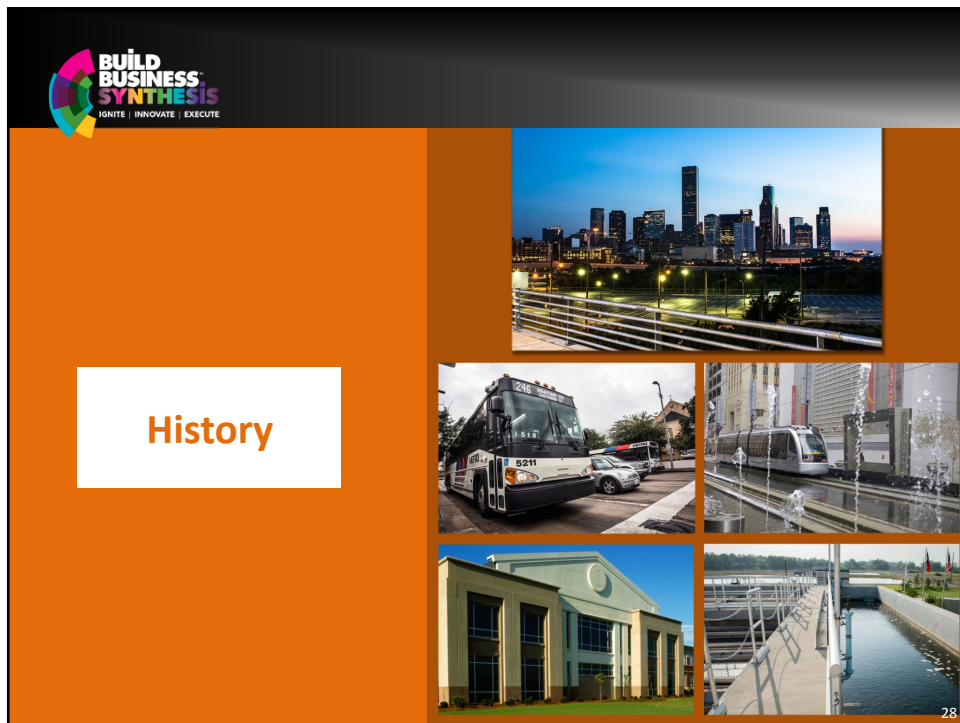
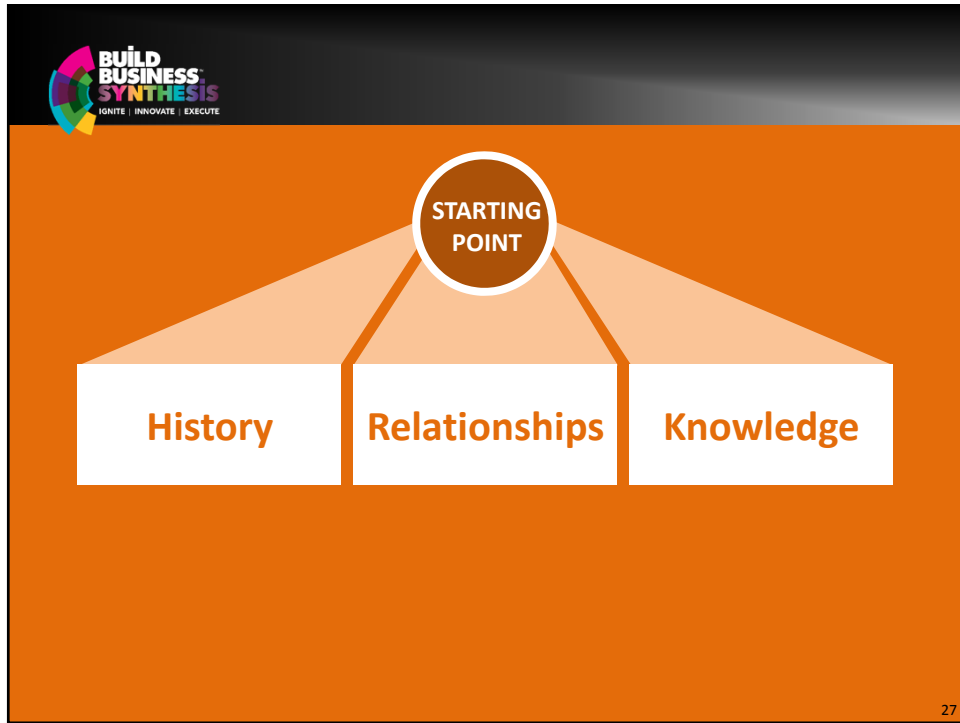
STARTING
POINT

History

Relationships

Knowledge

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**BUILD
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SYNTHESIS**
IGNITE | INNOVATE | EXECUTE

History

- How do they act?
- What do they like?
- How do they perceive your firm?

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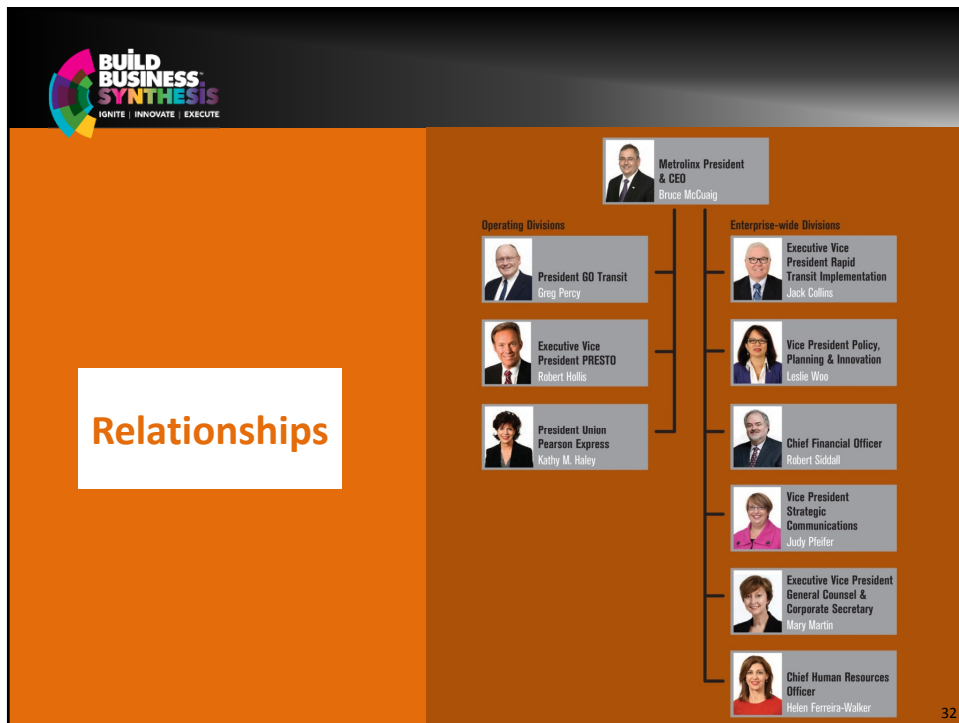
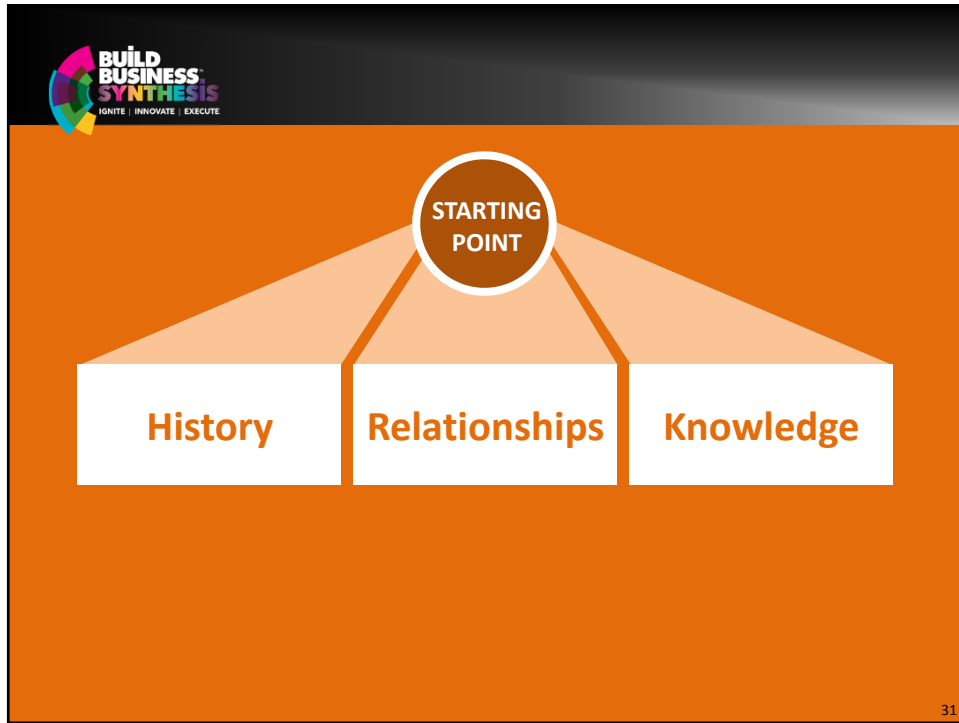


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BUSINESSSM
SYNTHESIS**
IGNITE | INNOVATE | EXECUTE

History

PERSPECTIVE

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Relationships

- Multiple touch points
- Many areas/levels
- Influencers, coaches, sponsors

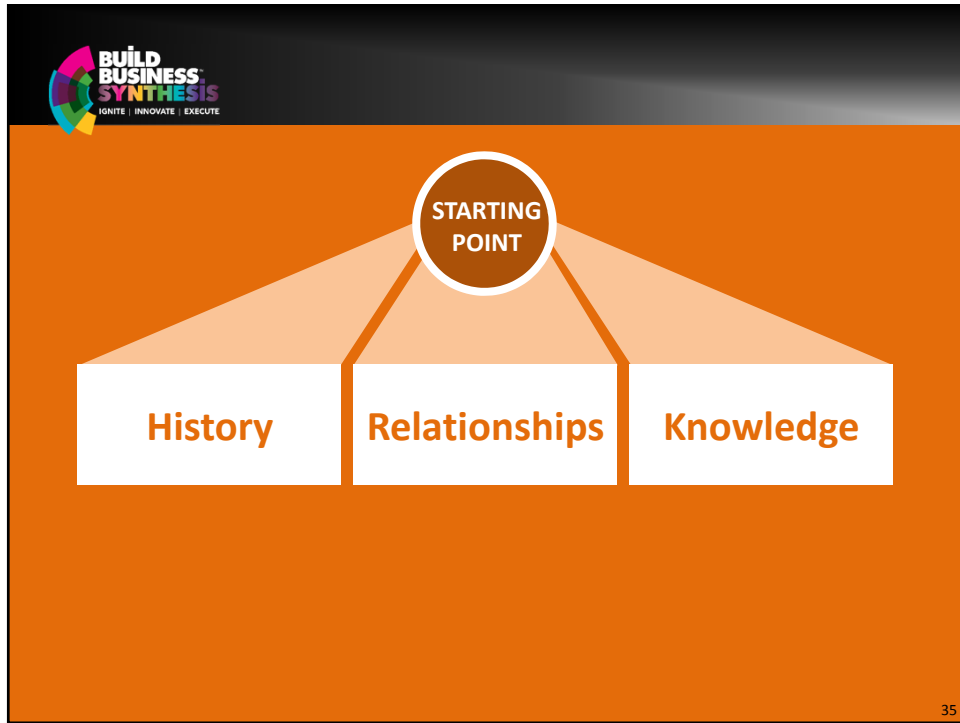
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Relationships

ACCESS

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BUILD BUSINESS SYNTHESIS
IGNITE | INNOVATE | EXECUTE

Connected
2015 FINANCIAL STATEMENT

DUKE ENERGY CORPORATION
Consolidated Statement
Reporting Forward Looking
Information
Non-GAAP Financial
Measures
2014
Form 10-K

Knowledge

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IGNITE | INNOVATE | EXECUTE

- ▶ Their markets
- ▶ Their clients
- ▶ Their competitors

Knowledge

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IGNITE | INNOVATE | EXECUTE

INSIGHT

Knowledge


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SYNTHESIS**
IGNITE | INNOVATE | EXECUTE

That's a lot of your clients...

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SYNTHESIS**
IGNITE | INNOVATE | EXECUTE

How should you choose
your strategic clients

?

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Candidate Client Attributes

- Financial significance to your firm
- Strategic significance to your firm
- Their willingness to partner
- Profitability of work
- Potential to provide more/all services
- Local/corporate impact of losing them

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Criteria for Strategic Account Selection

- | | | |
|-------|-----------|--|
| | #1 | Potential revenue |
| (tie) | #1 | Strategic fit of the two companies |
| | #2 | Current level of trust and openness in the customer relationship |
| | #3 | Business growth/increased opportunities |

Source: Strategic Account Management Association

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Client Manager Selection

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NOT

- An operations function
- A marketing function
- Exclusive to Principals

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Client Manager CHARACTERISTICS

- Accountable
- Build relationships
- Good communicator
- Leader
- Strong business acumen
- Ethical

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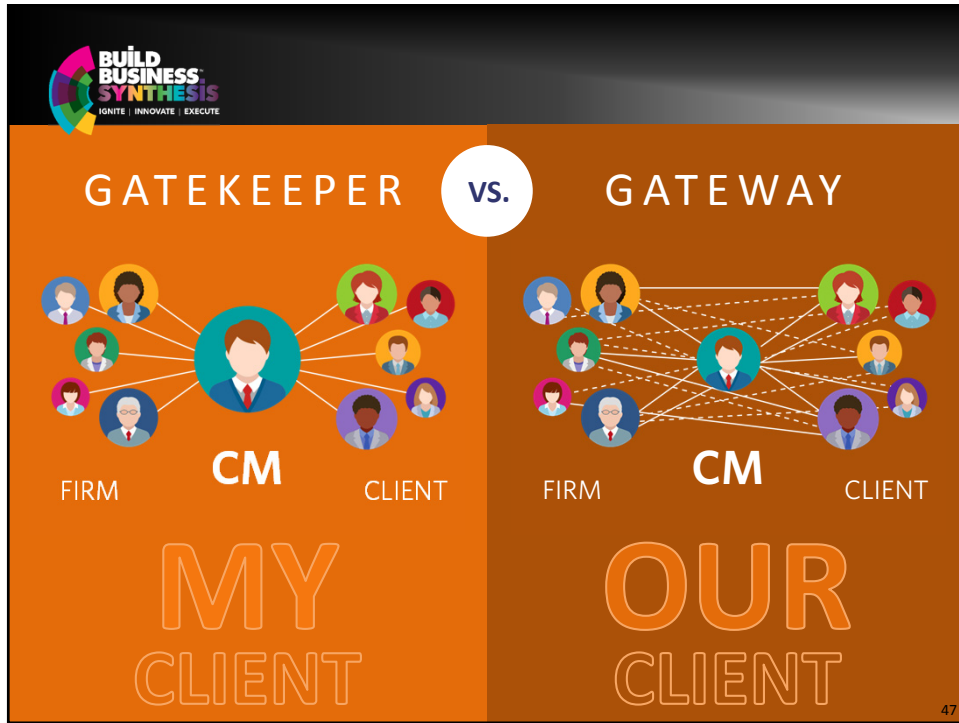


Client Manager TRAITS

- Effective communicator and relationship builder
- Leadership skills
- Strategic business thinking
- Integrity

Source: Strategic Account Management Association

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BUILD BUSINESS SYNTHESIS
IGNITE | INNOVATE | EXECUTE

Define the CLIENT TEAM




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BUILD BUSINESS SYNTHESIS
IGNITE | INNOVATE | EXECUTE

Preparation | Research *LOOKING BACK* ("History")

Define YOUR position

- Type of work
- Market share
- Competitors



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Preparation | Research *LOOKING FORWARD* (“Knowledge”)

Define THEIR external environment

- Global trends
- Market drivers
- Their response



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Preparation | Research *CLIENT CONTACT*

Get CURRENT information

- Engage your team
- Conduct “interviews”
- Minimize assumptions

Guide for assignments for the NAVFAC Pacific planning sessions

My Client to Visit: _____ by: _____

Types of questions you might ask:

- What are the most compelling trends and drivers that are operating on your organization and are most influencing your long-term directions?
- Do you see any major changes or shifts in direction coming?
- What do you expect will be your major initiatives in 3 years or 5 years?
- What will be the major issues that will need to be addressed to advance your initiatives?
- How are we seen in the market?
- What is your advice to us?

My Topic: _____

Questionnaire Due: _____ To: _____

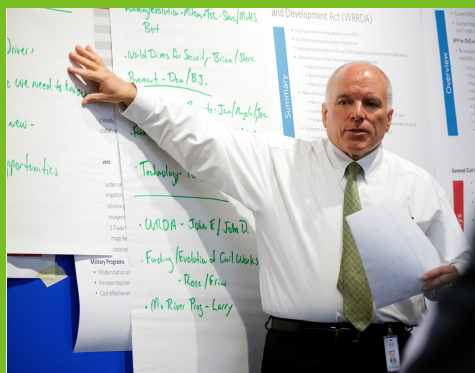
1. Complete the questionnaire. Focus on
 1. Major Trends and Drivers acting on NAVFAC Pacific
 2. Major NAVFAC Pacific initiatives
 3. Funding sources, amounts and issues.
 4. Organizational changes and relationships – generally where are we strong and where do we need to improve?
 5. Other relevant information for planning
 6. What are your conclusions about where our greatest opportunities lie and what our goals should be?
2. Don't just go with what you already know. Dig a little. Look into annual reports, strategic plans, capital expenditure plans. Talk with your clients. Advance your knowledge. Find something relevant that you didn't know before.

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Planning ASSESS RELATIONSHIPS

- Push boundaries
- Influencers, coaches, sponsors
- Not just “who you know” but “who you NEED TO know”



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Planning DEFINE THE FUTURE

- Identify Goals | WHAT
- Develop Strategies | HOW
- Assign Actions | WHO

Planning Session Notes, 19 – 20 August 2015

| Action Item | |
|--|--|
| Goal #2 – Relationships (LEAD – Clark) Develop meaningful relationships between Project Manager to Branch Chief | |
| Strategy #2A | Develop a more comprehensive understanding of the client organization |
| Strategy #2B | Find project opportunities to engage client PMs and technical staff to leverage our technical experience |
| Strategy #2C | Use existing clients as coaches and develop new coaches within our focus efforts (e.g., Regulatory Branch) |
| Goal #6 – Engineering (LEAD – Zapata) Regain our position as a high quality provider of work and pursue to support a consistent level of \$4M GFB per year by 2020 (\$2M MRR) | |
| Strategy #6A | Develop written contract sell-out plans for LATAM AE IDCs to achieve our goals |
| Strategy #6B | Build/re-build our design resume to be positioned for the next round of business |
| Strategy #6C | Build construction management services experience in SAD |
| Strategy #6D | Build civil works experience in SAD |

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Strategic Focus #1 **RELATIONSHIPS**

“Who we know”

- Relationships to nurture
- Relationships to build
- Consider an executive call plan

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Strategic Focus #2 **SERVICES & CAPABILITIES**

“What we do”

- Client’s current service needs
- Opportunities to cross sell
- Client’s future service needs

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Strategic Focus #3 **OPERATIONS & QUALITY**

**“How well we
do it”**

- Budget and schedule issues
- Previous service successes & failures
- Performance ratings

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Strategic Focus #4 **RESOURCES**

“Who does it”

- Capacity to handle workload
- Staff profile
- Strategic hires

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Strategic Focus #5 **REPUTATION & IMAGE**

**“What we are
known for”**

- Their perception of our work
- Their perception of our firm

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**What defines successful
client management**



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METRICS

- Goals achieved
- New opportunities identified
- Increased client satisfaction
- New/expanded relationships
- Diversification of services
- Account team effectiveness
- Vulnerabilities addressed
- Increased fees

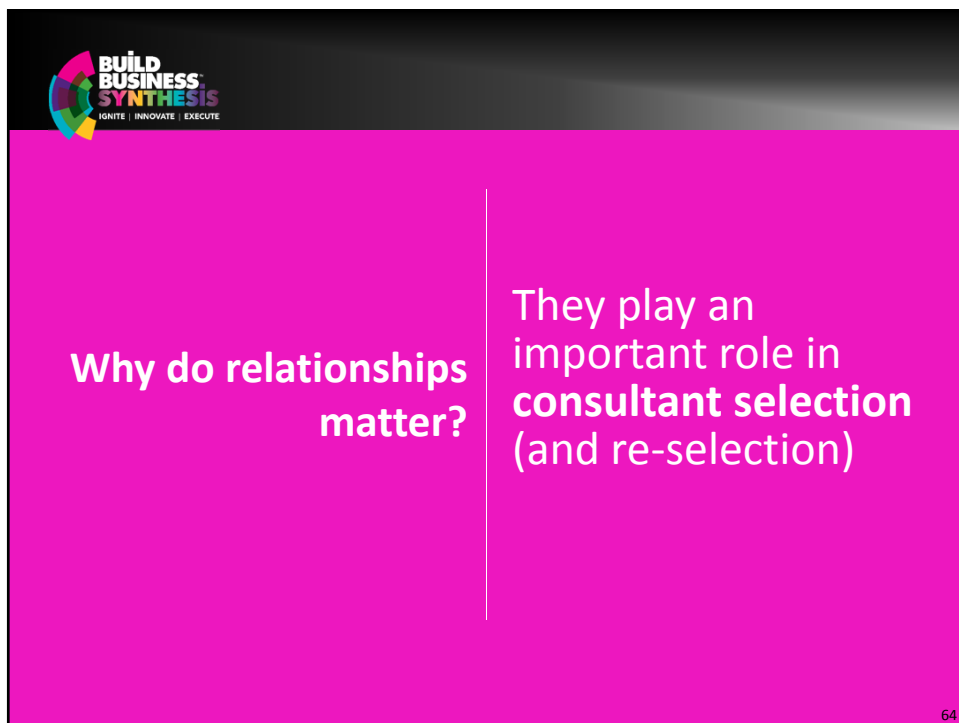
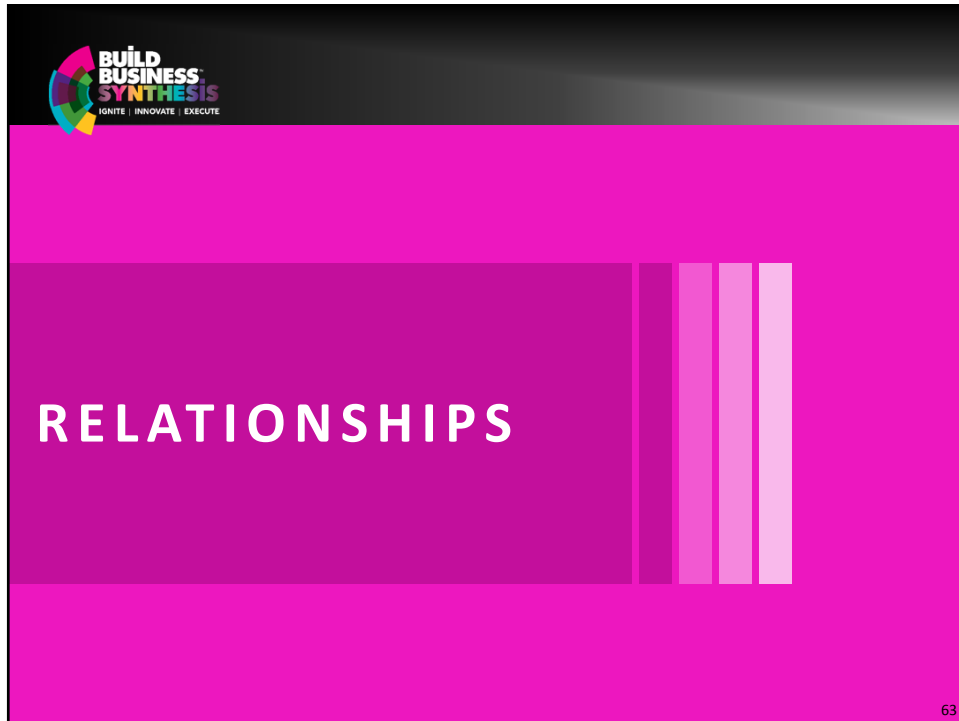



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**Client validates that you
improved your position**

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NETWORKED

STRONGEST


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Relationship
development is

Deliberate

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For your *STRATEGIC* clients

| | | |
|----------------------------------|--|-------------------------|
| Know what relationships you have | | CURRENT POSITION |
| Know what relationships you need | | DESIRED POSITION |

Have a **plan** to get there

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WHO | Client contacts and firm POC

WHY | Importance to future work

HOW | Projects, presentations, and referrals

Focus on existing **and** new relationships


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**BUILD
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LESSONS LEARNED

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Should we make it or buy it

?

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MAKE IT



- Low Cost
- We can customize to our firm/clients



- Takes more time
- **People on development team have “day jobs”**
- **We’re not adult learning specialists**

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BUY IT



- Rapid deployment of off-the-shelf processes
- **Proven methodologies**
- **Clients really are similar**



- License and consulting fees can be expensive
- “Not made for our industry”

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LESSONS LEARNED

- Right size your teams
- Pre-planning assignments build commitment
- Coaches matter, a lot
 - ✓ Good facilitators
 - ✓ Good listeners
 - ✓ Know the market

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LESSONS LEARNED

- Define your implementation process up front
- Be flexible
- Be honest
 - ✓ “We have great relationships”
 - ✓ “We do good work”

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WRAP UP AND QUESTIONS

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