

Confidential

## PACE Healthcheck on Managing Key Clients

This is a diagnostic tool for professional services firms, which analyses 12 core aspects to key client management.

Complete the following 48 statements to identify the strengths and weaknesses in your firm's client relationship management.

The PACE Partners

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**PACE Healthcheck on managing key clients**

		Just like us	Some what like us	Not really like us	Not like us at all
1	Our clients understand – and believe – that we have a wide range of deliverable capabilities that go beyond those they choose to utilise today. We have not become ‘pigeon holed’ by our clients as providers of a narrow range of expertise.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Dedication to providing excellent service to clients is a demonstrable value of our firm - evidenced by people’s everyday actions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Our professional staff are well positioned to cross-sell other services as they have an excellent knowledge of the other capabilities that exist within our business.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	There is a person highly positioned in our firm who has ultimate responsibility for the quality of our client relationships. This person is passionate about this cause and has the ‘muscle’ to make things happen if it is found that we are not delivering to clients’ expectations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	Teams dedicated to working with specific clients operate really well in our firm and communication between team members is excellent.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	Good communication between individuals and a commitment to team working are demonstrable values of our firm - evidenced by people’s everyday actions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	Our key clients rely on our firm in ways that make it difficult for them to move to our competitors.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	Our clients have specifically told us that the marketing and promotional events that we conduct and which they attend, are markedly better than similar events run by our competitors.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9	We have made a conscious decision as to what information will be of value to us and what information we should hold about our key clients.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10	Our web site is more than an electronic brochure. Our web site delivers real value to our clients and they return to visit it.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11	We have a proven and accurate method of forecasting future client work in the pipeline.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12	We have spoken with our key clients and have asked them what they want from a firm such as ours - and then configured our offering accordingly based on the results of this market information.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



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13	We are very capable when it comes to the way we plan the execution of fee-earning work for clients.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14	With regard to key clients our firm is primarily organised in client facing teams. Functional and practice divisions are secondary.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15	We have a clearly defined and agreed definition of a key client. On the basis of this we have segmented our client list based on the value of different clients to our firm.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16	We have objective and measurable ways of knowing the strength of the relationship we have with each of our key clients.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17	Our plans for our key clients operate in 'real time' - and they are constantly amended and updated as actions take place and situations change.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18	All of the people in our firm feel that they own the process of managing our key clients. Key client management initiatives are not just imposed by those who run the firm. We have real buy-in here.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19	The project management of the work that we do for our clients is of a very high standard.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20	Marketing and promotional activities are always followed up by our professional staff with a view to generating more face to face dialogue with our key clients.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21	There is excellent communication and trust between the different practice areas within our firm.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22	Our base level of service (which every client receives regardless of their value to the firm) is truly excellent.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23	We are extremely capable in the execution of the work that we carry out for our clients.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24	In order to manage our key client relationships in an excellent manner we have identified and captured in writing the key characteristics that our professional staff (involved in working with key clients) should possess.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25	We always deliver <b>everything</b> to our clients, on, or before time.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26	In our business the relationship between a key client and our firm is not based on the personal relationship and chemistry between two individuals.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



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27	Our professional staff have received relevant training and coaching in how to sell their services and capabilities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28	For each of our key clients where we believe there is a prospect of future work, we have a written action plan that outlines what we need to do to win these opportunities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29	Internal meetings that review and plan progress with key clients are well-structured and productive affairs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30	We analyse who the key people are within our key clients and we map out where they sit in relation to our firm. On the basis of this analysis we plan how to build our relationships within key clients.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
31	We have one database for all client information.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
32	We educate all of our staff so that they understand the market issues, objectives and strategies of the key clients for whom they work - therefore enabling them to position and sell our services more effectively.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
33	Feedback from our clients tells us that we are very good at communicating with them when we are carrying out fee-earning work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
34	There is a plan formulated and captured in written format for all of our key clients.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
35	It is recognised and accepted at all levels that the proactive and professional management of our key client relationships is a business imperative - key to the future success of our firm.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
36	We have a procedure for getting feedback on every significant piece of client work we undertake.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
37	Our client database integrates with all of our other information systems.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
38	Anyone inspecting one of our key client database files would know what we have done with the client in the past, the work we are currently carrying out, the marketing and promotional activities aimed at this client and what our objectives are for this client in the future.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
39	The necessity to proactively and professionally manage our key clients is a high profile message consistently promoted by the people who lead our firm.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



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40	We speak with our key clients on a regular basis with the aim of gathering in-depth feedback on their perception of the overall service we are delivering.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
41	Internal meetings to discuss key clients are seen to be very important in our firm therefore it is extremely rare for these to be moved or cancelled and participants turn up well prepared.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
42	We are comfortable with the concept that different clients will receive different levels of service from our firm.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
43	All of the people in our firm who have a need, have access to (and contribute to the maintenance of) our client database, wherever they are located.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
44	We have made the time and effort to capture what our firm really stands for (as opposed to what we would like it to stand for). We have therefore been able to distil and write down the core values of our firm.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
45	Nobody in our organisation ever promises anything we cannot deliver.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
46	The individuals who lead the teams that focus on specific key clients are seen to be the people most capable of this role - not necessarily the most senior person or the person who has historically 'owned' the client.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
47	For each of our key clients we have clearly defined objectives and specific action plans that define who in our firm is going to do what - and by when.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
48	When our professional staff attempt to cross-sell another of our firm's capabilities, they are always able to give the client the specific benefits of this collaboration from the client's perspective.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>