(Name of Firm) 3X3X3℠ Client Service Plan (CSP)

BACKGROUND INFORMATION

(Name of Firm) puts its best foot forward when pursuing prospects. As a firm, we collectively review information from and about the prospect, we ask the prospect questions, and we provide matters for consideration based on our review and discussions. As a result, we will present this information to the decision-makers of our prospect. The collective work by the Audit, Tax, and Consulting departments will lead to us winning not only the compliance engagement, but also many of the matters that we will bring to the prospect's attention.

For the firm's top clients, we must go through this same exercise on a regular basis. It shows during our presentations to prospects that we are a very positive and energetic firm and that the partners and senior managers of Audit, Tax, and Consulting work closely together. After a prospect becomes a client, we must continue to show that we are excited to have their business and to be a partner in their success. This is the beginning of an on-going process and participants need to be willing to commit as much time as it takes to do a great job for our clients. Each year, each partner should complete at least two (2) Client Service Plans. The two clients should be selected by the engagement partner based on a list of his/her Top 10 corporate clients.

At the core of our plans is the concept of the 3X3X3 model for retaining clients and increasing our wallet share (how much of their annual budget for all the services we offer that they spend with us). The 3X3X3 model is very simple – each client should be purchasing at least 3 services from us, they need to know at least 3 people at our firm, and we need to know at least 3 people in their organization. The contacts need to be high quality that go beyond knowing "of" people. They also have to be the "right" people.

Note how the CSP is divided into two sections. Pages 2-4 are background information, some of which can be gathered prior to the first meeting as a team. Pages 5-6 capture the ideas from the team, insights gained from meetings with the client, and the commitments we will make to the client and ourselves for broadening our relationship and solving the client's problems.

PROCESS FOR COMPLETING THE CSP

STEP 1

Send invitation to engagement team audit and tax member, a consulting department representative, and an audit or tax department member not on the engagement team. The engagement partner is required to attend the meeting, as he/she is ultimately responsible for successfully completing the CSP. The leadership of the engagement team should also be invited to participate in the brainstorming meeting. The engagement partner should invite members of the audit team, tax partner and tax team as appropriate. A consulting department representative is also required to be present. It is also a good idea to invite an audit or tax team member from outside the engagement in order to provide some additional perspective on the opportunities for our client.

STEP 2

Schedule a brainstorming meeting. It may be difficult to schedule everybody that you want to attend. Please make sure that at a minimum the engagement partner, an audit and tax and consulting representative are there.

STEP 3

Send meeting participants background information on the client, such as financial statements, tax returns, ownership structure, management letter, year-to-date financials, current events, company website, etc. Complete as much of Pages 2-4 of the CSP as possible.

STEP 4

Conduct brainstorming session. The meeting should take approximately 1.5 to 2.0 hours. The engagement partner should lead off the meeting with a brief overview of the client, their industry, their financial performance, ownership structure, and the services we provide to the client on an annual basis (Pages 2-4 of the CSP, closing any gaps in information at the meeting). The next step is to brainstorm on ideas for the company and its owners. Use the 3X3X3 Model℠ as a guide – 3 services, 3 contacts at the firm, and 3 contacts at the client. See Step 5 for a list of EXAMPLE ideas.

STEP 5

Determine 1 or 2 main action items for further pursuit as a result of the brainstorming session for presentation to the client. The engagement partner should send a recap e-mail of the session along with the potential ideas to the participants of the meeting, as well as those who could not attend, to solicit feedback and additional thoughts. Example ideas for discussion are as follows (NOT ALL INCLUSIVE): Cost Accounting, Lender Negotiations, Cash Flow Modeling/Reporting, R&D Tax Credit, LIFO Inventory, Site Selection & Negotiated Incentives, Real Estate Tax Appeals, Cost Segregation, Life Insurance Needs, Valuation Work for Buy-Sell, Compensation Consulting, Acquisition Due Diligence, Executive Search, Risk Management and Internal Controls and Procedures, ICDISC, Estate Planning, Transfer Pricing, Expatriate Taxation, State and Local Taxes, Purchase Price Allocation, etc.

STEP 6

Develop presentation of main action items to client. This can take many forms depending on the action items that have been developed. This could be a simple agenda of items to discuss or we could create a mini-proposal-like document that highlights our new "matters for consideration." Be sure to include a discussion about how the client prefers to be served – how quickly they expect a response, whether they prefer e-mail, a phone call, or face-to-face communication, how often they would like us to contact them, etc. Use Pages 5-6 of the CSP as a guide.

STEP 7

Present main action items as a team (audit, tax, and consulting). It is critical that we present to the decision-makers of our clients, which would include the owner(s), CFO, Controller, etc. Also think about whom else at the client might benefit from this presentation and invite them as well (COO, HR Manager, etc.). It is equally critical that we present as a team and therefore, the engagement partner should be present along with an audit or tax representative, as well as a consulting representative.

STEP 8

Document results of meeting. The results of the client meeting should be documented (Pages 5-6 of the CSP). Please document who was present from the client and what discussions were held regarding our ideas. Please document whether any new business was generated from our efforts,

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and the next steps. While the intent of the Client Service Plan is to retain our most valued clients, we do anticipate our efforts will sometimes result in expansion of the business. Please update our CRM system for this meeting.

STEP 9
Continue to bring new ideas to your clients on a regular basis and incorporate the main provisions of the Client Service Plan, and the 3X3X3 Model into your practice.

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Key Account Information

Client name:
Date plan created:
Last meeting to update plan:

Client Service Team *The CSP must include at least one lead for the following functions: Audit, Tax and Consulting*

Team Member	Role	Title	Office	Years Serving Client
	Relationship Partner			
	Audit			
	Tax			
	Consulting			
	Marketing/Business Dev			

Client Service Priorities

- **Identify any issues/concerns** we have regarding our relationship with the client.
- **Identify top priorities** we need to execute on or address in order to deliver outstanding client service and enhance our relationships
- **Categorize each priority** as: Client Service (CS), Value-Added (VA), Relationship Building (RB)

Key Issues		
#1		
#2		
#3		
Priorities	**Description**	**Category**
#1		
#2		
#3		

Previous Year	Net Collected Revenue		Projected Current Year	Net Collected Revenue
- Audit, attest, review	$		- Audit, attest, review	$
- Tax	$		- Tax	$
- Consulting	$		- Consulting	$
- All other	$		- All other	$
TOTAL Previous FY	$		**TOTAL Projected FY**	$

How likely is the client to recommend (Name of Firm) to his/her peers and colleagues? **0 1 2 3 4 5 6 7 8 9 10**

Extremely Unlikely … **Extremely Likely**

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	Champion complete before team meeting
	Complete in meeting

Client Profile

Client Overview			
Legal Entity Name:		Total years as client:	
Description of business operations:			
Key operating locations:			
Subsidiaries:			
Ownership structure: (public, family owned, PEG, ESOP, etc.)			
Company fiscal year end:		Revenue/Sales for last FY:	
Company "health"	☐ Thriving / Growing ☐ Surviving / Maintaining ☐ Declining		
Description of company culture:			
Key customers and approx. % of total revenue each represents:			
Other Service providers (competitors) client is using - indicate services:			
Do we have a copy of the client's current Strategic business plan: Yes ______ (date of plan __________________) No _____		Do we have a copy of the client's current Organizational Chart: Yes ______ (date of org chart __________________) No _____	

Industry Snapshot	
Client's key competitors:	
High level industry trends:	

Key Historical Events

List key historical events that have had a direct impact on the success of the company or are tied to current business strategies in place.

Event	Date	Background

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	Complete in meeting

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Relationship Map

This map identifies the key internal and external individuals associated with the organization. The objective is to provide an overview regarding influence, depth of relationship and management styles of the contacts related to this client and identify any relationship gaps.

Instructions: 1) Enter first initial for each category rating per individual (e.g. H, M, L) and 2) Indicate with an "" the key management team members.*

Title	Name	Degree of influence within client	Relationship coverage	Position on (Name of Firm)	Mgmt style	Areas of interest both personal and professional
		- High - Medium - Low	- Extensive - Moderate - Little - None	- Endorser - Neutral - Adversary	- Visionary - Open to change - Pragmatic - Resistant	-Describe
CEO/President						
Owner (if different)						
Other key board member(s)						
CFO						
COO						
CIO						
Tax Director						
HR Director						
Audit committee chair						
Attorney						
Banker						

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	Complete in meeting

Strategic Profile – Develop with the client

Meeting attendees from client (name and title)	
Meeting attendees from firm (name and title)	
Date of meeting	

Top business goals, issues, and opportunities – client perspective
This section should assess the company's top business issues from their perspective. It is important to discuss the client's strategic profile directly with them.

Business Goal, issue, Opportunity	Description of Opportunity, Problem, or Issue	Describe how client will see the impact	Champion at (Name of Firm) who is responsible for addressing issue	Time frame to fix or address issue

Preferred method of contact	☐ E-mail ☐ Telephone ☐ Face-to-Face
Response expectations	Acknowledgment within _________ hours Response within ______________ hours/days
Firm publications and announcements client wishes to receive	

Other key learnings and insights about client:

-
-
-

As appropriate, ask the client to whom s/he would be willing to refer the Firm.
1.
2.
3.

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Action plan

Develop an action plan to manage the relationship and delight clients. Build the plan around the 3X3X3 model – 3 services, 3 contacts at the firm, and 3 contacts at the client.

Vision: We strive to proactively solve our clients' problems, deliver unexpected value, and build client loyalty.

Objectives (Where we're going – qualitatively)	Goals (What success looks like – quantitatively)	Strategies / Tactics (How we'll get there – qualitatively)	Measures (How we'll know we're there – quantitatively)	Who at (Name of Firm) is Responsible for Achieving Objective	Progress Notes (specify MM/YY of each update)

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