The Domains of Practice
For Professional Services Marketing
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THE CONTENT OUTLINE, INCLUDING LINKAGES WITH KNOWLEDGE AREAS, IS SHOWN BELOW:

Research

I-A. Monitor social, demographic, cultural, and economic trends

I-B. Maintain a network of contacts to keep abreast of relevant markets and trends

I-C. Monitor federal, state, and local regulatory matters and requirements

I-D. Read publications/online resources for industry-related market information

I-E. Forecast how trends will affect business

I-F. Set up methodologies and systems for collecting and evaluating information

I-G. Design research studies (i.e., post-occupancy studies, etc.)

I-H. Gather research data
   • I-H-01. Online lead subscriptions (free or paid)
   • I-H-02. Interviews
   • I-H-03. Surveys
   • I-H-04. Focus groups

I-I. Analyze and document research results

I-J. Stay abreast of marketing research trends and tools

I-K. Conduct client perception studies

Knowledge Areas that are drawn upon to support this domain include:
   • K-01. Research Design
   • K-02. Market Research Techniques
   • K-03. Data Gathering/Analysis Techniques
   • K-12. Federal, State, and Local Regulations
   • K-13. Industry terminology
Planning

II-A. Interpret market research results
II-B. Incorporate industry competitive intelligence data into marketing planning
II-C. Analyze firm's historical and current data
II-D. Define and analyze relevant markets
II-E. Lead market strategy sessions
   • II-E-01. SWOT (Strengths, Weaknesses, Opportunities, Threats)
   • II-E-02. SOAR (Strengths, Opportunities, Aspirations, Results)
   • II-E-03. Other types of analysis
II-F. Identify key performance indicators (KPIs) and establish benchmarks to review progress
II-G. Conduct and document planning exercises
II-H. Align annual marketing and business development plans with strategic plan
II-I. Create a marketing and/or a business development plan
II-J. Create and manage a marketing and/or a business development budget
II-K. Evaluate industry marketing cost data for planning purposes
II-L. Manage implementation of a marketing plan and revise as necessary
II-M. Conduct a cost/benefit analysis and ROI of marketing efforts

Knowledge Areas that are drawn upon to support this domain include:
   • K-04. Strategic Plan Components
   • K-05. Business Plan Components
   • K-06. Marketing Plan Components
   • K-08. Marketing Budget Management
   • K-09. Organizational and Management Principles
   • K-10. Appropriate Communication Techniques
   • K-12. Federal, State, and Local Regulations
   • K-13. Industry Terminology
   • K-18. Management of Third-party Service Providers
   • K-23. Advertising Media
   • K-25. Social Media Management
   • K-26. Digital Marketing Management
Client and Business Development

III-A. Create business development strategies
III-B. Research prospective clients and client industries
III-C. Build and maintain a network of industry relationships
III-D. Pre-qualify a client
III-E. Pre-qualify a project
III-F. Maintain a contact database
III-G. Measure client satisfaction throughout project and as post-project debrief
III-H. Identify client hot buttons
III-I. Identify and recommend teaming partners to meet client requirements
III-J. Address issues from client satisfaction survey
III-K. Represent firm at external events
III-L. Develop client-specific capture plans
III-M. Develop project-specific capture plans
III-N. Create client development plan
III-O. Monitor capital budgets/capital improvement programs (CIPs)

Knowledge Areas that are drawn upon to support this domain include:

- K-04. Strategic Plan Components
- K-05. Business Plan Components
- K-08. Marketing Budget Management
- K-10. Appropriate Communication Techniques
- K-11. Contact Management Systems
- K-12. Federal, State, and Local Regulations
- K-17. Negotiation Techniques
- K-18. Management of Third-party Service Providers
- K-20. Training and Motivational Techniques
- K-21. Group Dynamics and Team-Building Principles
- K-22. Event Planning
- K-27. Client Relationship Management
- K-29. Presentation Techniques
- K-31. Finding Leads
Proposals

IV-A. Determine firm’s capability to perform requested project
IV-B. Determine value of the project to the firm
IV-C. Identify firms for teaming/partnering
IV-D. Conduct RFQ/RFP strategy sessions
IV-E. Lead a go-no go discussion
IV-F. Understand fee structure and participate in pricing discussions
IV-G. Develop and coordinate proposal compliance plan
IV-H. Manage production of a proposal
IV-I. Develop strategy and prepare for interview presentation
IV-J. Understand contract terms and participate in contract negotiations
IV-K. Track proposal schedule and criteria elements
IV-L. Conduct post-award debriefing regardless of outcome
IV-M. Track and report proposal win rates
IV-N. Implement a proposal close-out process

Knowledge Areas that are drawn upon to support this domain include:

- K-07. Business Operation Financials
- K-08. Marketing Budget Management
- K-10. Appropriate Communication Techniques
- K-12. Federal, State, and Local Regulations
- K-15. Media Law and Copyright Principles
- K-17. Negotiation Techniques
- K-18. Management of Third-party Service Providers
- K-21. Group Dynamics and Team-Building Principles
- K-27. Client Relationship Management
- K-29. Presentation Techniques
Promotional Activity

V-A. Manage third-party service providers
V-B. Develop appropriate strategies to effectively communicate corporate brand
V-C. Incorporate unique value proposition into external communications
V-D. Plan and implement trade show strategies and activities
V-E. Develop a promotional plan and maintain media relationships
V-F. Develop and implement communications plan, incorporating traditional, digital, and social media
V-G. Prepare leadership and senior staff to interact with media, including crisis communications planning
V-H. Develop and implement advertising plan
V-I. Develop entertainment strategies
V-J. Coordinate firm special events
V-K. Strategize, research, and prepare award competition entries
V-L. Evaluate effectiveness of promotional plan, including all types of media and analytics
V-M. Manage expenditures consistent with budget

Knowledge Areas that are drawn upon to support this domain include:

- K-08. Marketing Budget Management
- K-10. Appropriate Communication Techniques
- K-11. Contact Management Systems
- K-12. Federal, State, and Local Regulations
- K-15. Media Law and Copyright Principles
- K-18. Management of Third-party Service Providers
- K-22. Event Planning
- K-23. Advertising Media
- K-25. Social Media Management
- K-27. Client Relationship Management
- K-28. Crisis Communications Management
Management

VI-A. Supervise marketing and support staff  
VI-B. Communicate across department and/or branch offices  
VI-C. Effectively use information management systems  
VI-D. Develop an internal communications program  
VI-E. Conduct marketing and business development training for staff  
VI-F. Promote a firm-wide business development culture  
VI-G. Create professional development plan for staff  
VI-H. Recruit and train marketing personnel  
VI-I. Work with HR departments on recruiting programs  
VI-J. Evaluate marketing processes to improve efficiency  
VI-K. Comply with business and accounting principles  
VI-L. Effectively use and maintain customer relationship management (CRM) system  
VI-M. Develop/monitor marketing and business development KPIs

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- K-21. Group Dynamics and Team-Building Principles  
- K-27. Client Relationship Management
About the Society for Marketing Professional Services

BUSINESS TRANSFORMED THROUGH MARKETING LEADERSHIP.

The Society for Marketing Professional Services (SMPS) is the only organization dedicated to creating business opportunities in the A/E/C industries. SMPS provides leadership and professional development programs, industry research, business-building events, and vital marketing resources. Through SMPS, A/E/C professionals in North America tap into powerful networks to form project teams, secure business referrals and intelligence, and benchmark performance. The Society is committed to validating the practice of marketing and business development as essential to the success of all professional services firms.

Learn more about SMPS at smps.org.