

smps



Gap Analysis

For Professional Services Marketing

Prepare for what's now—and what's next—in A/E/C.



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Over the years, SMPS has analyzed the practice of professional services marketing to determine the knowledge and skills most critical. From this exercise, six Domains of Practice were developed.

From research and planning to client development and promotional activities, the domains help you and your firm prepare for what's now—and what's next—in A/E/C marketing and business development. To assist, we've also developed this supplemental guide, Gap Analysis for Professional Services Marketing. The Gap Analysis PDF includes the six Domains so that you can evaluate your level of experience and expertise utilizing one document.

Use the Gap Analysis to:

- Review the six Domains to evaluate your level of knowledge areas and skills sets
- Decide where you need to develop your skills, based on the evaluation
- Advance your career and build business for your firm by putting the domains to work

Follow this scale to score your responses below for each domain's skills sets and knowledge areas:











No understanding, skill, or experience

Some understanding, skill, or experience

Working or experience

Strong understanding, skill, understanding, skill, or experience

Mastery understanding, skill, or experience

Once you have completed the ratings for "Needed Level," add your totals for each individual domain. Then, you can set your professional development goals by focusing on the domains where you scored the lowest in understanding, skill, or experience. From that, you can discuss your goals with your supervisor and consider learning opportunities to close the gap. To view learning opportunities through SMPS, visit our website at smps.org and choose Professional Development from the menu.



Research	(circle one)				
I-A. Monitor social, demographic, cultural, and economic trends	. 1	2	3	4	5
I-B. Maintain a network of contacts to keep abreast of relevant markets and trends	. 1	2	3	4	5
I-C. Monitor federal, state, and local regulatory matters and requirements	. 1	2	3	4	5
I-D. Read publications/online resources for industry-related market information	. 1	2	3	4	5
I-E. Forecast how trends will affect business	. 1	2	3	4	5
I-F. Set up methodologies and systems for collecting and evaluating information	. 1	2	3	4	5
I-G. Design research studies (i.e., post-occupancy studies, etc.)	. 1	2	3	4	5
I-H. Gather research data					
I-H-01. Online lead subscriptions (free or paid)	. 1	2	3	4	5
I-H-02. Interviews	. 1	2	3	4	5
• I-H-03. Surveys					
I-H-04. Focus groups					
I-I. Analyze and document research results	. 1	2	3	4	5
I-J. Stay abreast of marketing research trends and tools	. 1	2	3	4	5
I-K. Conduct client perception studies	. 1	2	3	4	5
Knowledge areas that are drawn upon to support this domain include:					
K-01. Research Design	. 1	2	3	4	5
K-02. Market Research Techniques	. 1	2	3	4	5
K-03. Data Gathering/Analysis Techniques	. 1	2	3	4	5
K-12. Federal, State, and Local Regulations	. 1	2	3	4	5
K-13. Industry terminology	. 1	2	3	4	5

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Planning	(circle one)				
II-A. Interpret market research results	1	2	3	4	5
II-B. Incorporate industry competitive intelligence data into marketing planning	1	2	3	4	5
II-C. Analyze firm's historical and current data	1	2	3	4	5
II-D. Define and analyze relevant markets	1	2	3	4	5
 II-E. Lead market strategy sessions II-E-01. SWOT (Strengths, Weaknesses, Opportunities, Threats	1 1 1	2 2 2	3 3 3	4 4 4	5 5 5
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	1	2	3	4	5
II-J. Create and manage a marketing and/or a business development budget					
II-K. Evaluate industry marketing cost data for planning purposes	1	2	3	4	5
II-L. Manage implementation of a marketing plan and revise as necessary	1	2	3	4	5
II-M. Conduct a cost/benefit analysis and ROI of marketing efforts	1	2	3	4	5
 Knowledge areas that are drawn upon to support this domain include: K-04. Strategic Plan Components. K-05. Business 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 	1 1	2	3	4 4	5 5
K-13. Industry Terminology			3		
K-18. Management of Third-party Service Providers					
K-23. Advertising Media					
K-25. Social Media Management	1	2	3	4	5
K-26. Digital Marketing Management	1	2	3	4	5

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NEEDED LEVEL Client and Business Development (circle one) Knowledge areas that are drawn upon to support this domain include:

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Proposals

NEEDED LEVEL (circle one)

	(circle orie)
IV-A. Determine firm's capability to perform requested project	1 2 3 4 5
IV-B. Determine value of the project to the firm	1 2 3 4 5
IV-C. Identify firms for teaming/partnering	1 2 3 4 5
IV-D. Conduct RFQ/RFP strategy sessions	1 2 3 4 5
IV-E. Lead a go-no go discussion	1 2 3 4 5
IV-F. Understand fee structure and participate in pricing discussions	1 2 3 4 5
IV-G. Develop and coordinate proposal compliance plan	1 2 3 4 5
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	
	1 2 3 4 3
Knowledge areas that are drawn upon to support this domain include:	
K-07. Business Operation Financials	
K-08. Marketing Budget Management	1 2 3 4 5
K-10. Appropriate Communication Techniques	1 2 3 4 5
K-12. Federal, State, and Local Regulations	1 2 3 4 5
K-13. Industry Terminology	1 2 3 4 5
K-14. Creative Design Elements and Principles	1 2 3 4 5
K-15. Media Law and Copyright Principles	1 2 3 4 5
K-16. Contract Components	1 2 3 4 5
K-17. Negotiation Techniques	1 2 3 4 5
K-18. Management of Third-party Service Providers	1 2 3 4 5
K-19. Personnel Management	
K-21. Group Dynamics and Team-Building Principles	
K-24. Business Etiquette and Protocol	
K-27. Client Relationship Management	
K-29. Presentation Techniques	
K-30. Proposal Management	
1 OV 1 Toposal Management	1 2 3 7 3

Total for Domain 4:

NEEDED LEVEL Promotional Activity (circle one) V-F. Develop and implement communications plan, incorporating traditional, digital, V-G. Prepare leadership and senior staff to interact with media, including crisis Knowledge areas that are drawn upon to support this domain include:

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Management				L
VI-A. Supervise marketing and support staff	3	3 4	, ,	5
VI-B. Communicate across department and/or branch offices	3	3 4	. !	5
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	3	3 4	. !	5
VI-L. Effectively use and maintain customer relationship management (CRM) system	3	3 4	. !	5
VI-M. Develop/monitor marketing and business development KPIs	3	3 4	. !	5
Knowledge areas that are drawn upon to support this domain include:				
K-04. Strategic Plan Components	3	3 4	, !	5
K-05. Business Plan Components	3	3 4	. !	5
K-06. Marketing Plan Components				
K-07. Business Operation Financials				
K-08. Marketing Budget Management				
K-09. Organizational and Management Principles				
K-10. Appropriate Communication Techniques				
• K-11. Contact Management Systems				
K-12. Federal, State, and Local Regulations				
K-13. Industry Terminology				
K-16. Contract Components				
 K-17. Negotiation Techniques				
K-19. Personnel Management				
K-20. Training and Motivational Techniques				
K-21. Group Dynamics and Team-Building Principles				
K-24. Business Etiquette and Protocol				
K-27. Client Relationship Management				
Total for Domain C	_			

Total for Domain 6:

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.



