

Agency's 'Dirty Little Secret' Over-servicing Clients

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UNLEASHING
AGENCY POTENTIAL

**OVER-SERVICING
IS THE BAD HABIT
ALMOST EVERY AGENCY HAS**

What do we mean by over-servicing?

- Providing more hours to the client than you agreed or than you planned
- Having an excess of unbillable time
- Providing work/services/support at discounted prices or free

HERE'S WHAT WE'LL COVER

- 1.) **Why and how do agencies over-serve clients?**
- 2.) **A classic example of over-servicing**
- 3.) **How do you deal with over-servicing?**
- 4.) **Ways to frame your conversations**
- 5.) **Discussion – we're all in this together**

**Why and how
do agencies
over-serve their clients?**



Why and how do agencies overservice clients?

- Over promising – often during the tender/pitch stage
- Under budgeting - miscalculating the time and resources it will take to deliver a job, often during initial scoping
- Clients going feral
- Poor client management – lack of training of your team or of the client, not setting boundaries, not anticipating this behaviour and therefore having to try to retro fit “rules” which no one wants to discuss and won’t follow anyway
- Over-Demanding clients

There's more ...

- Perceived importance of client – that client that everyone knows is critical to the agency's health – in reality, they are often legacy clients who are far less profitable than you think.
- Fragile client relationships - they'll 'break up with us'
- Lack of process – not tracking, measuring or reporting the right things
- Unwillingness to change – we've always done that little bit more
- Not valuing what you do
- Not recognising what you do (the value add)
- Bad/outdated SLA's
- Weak scope of works



**THE FUNNY THING ABOUT OVER-SERVICING?
EVERYONE EVENTUALLY LOSES**

A
CLASSIC
EXAMPLE OF
OVER-SERVICING...

SCOPE CREEP





ON TIME, ON BRIEF, ON BUDGET
How do you deal with over-servicing?

How do you deal with over-servicing?

- Recognise your value and the value you bring to the client - cost accordingly
- Track. Your. Time.
- Better SLA's / Scope of work – define your deliverables and manage expectations
- Keep expectations in check
- Manage your client (Staff training) – this is absolutely your team's job, they must manage the client based on agreed SLA's and push back where necessary
- Anticipate extras and provide a cost and SLA for these up front - Make additional amends an extra cost, standard procedure
- Redefine your services so that you can attribute a value to them
- Use the levers of control - Reporting / Track everything: report by client, by time, by team, by service

DISCUSSION TIME
we're all in this together

- How have you dealt with over servicing?
- Do you still have an issue and why?
- What processes have you put in place?

THANK YOU

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