1. Before you do anything, make sure you understand your firm's **brand, vision & strategy**. Be clear about who you're targeting, how & what you're telling them about what makes you distinctive.

2. Define **how you want people to feel** when they work with you. Pick a maximum of three emotions you want them to experience. These should link directly to your brand, vision & strategy.

3. **Develop personas** for the client journeys you're going to map. Start with the organisations & people at the centre of your strategy, then work through the others.

4. In addition to the basics you must to do well, pick a maximum of **five moments** in the client journey to demonstrate your distinctiveness. Again, these should reflect your brand, vision & strategy.

5. Remember the **functional, accessible & emotional**. Can the client do what they want to do? Is it easy for them? How does it make them feel?

6. Make sure your **people** know what their role in client experience is. They need to understand how to make it easy for clients to do what they need to & how to deliver the intended emotional experience.

7. Compare your **employee NPS with your client NPS**. Is there a correlation? Compare the NPS of different teams with the profitability of clients they work with.

8. **Don't just measure your NPS**. Also measure how easy it is for clients to work with you. Ask how they feel when they're working with you. Are you making them feel the way you want them to feel?

9. Try to monitor your performance at **different points in the client journey**, not just when you've completed the work.

10. There are only inconsistent, intentional or distinctive client experiences - which are costly, profitable & sustainable in turn. **Distinctive & sustainable** is what you're aiming for.

11. Your **governance** should include a steering committee & working group to monitor performance & implement improvements. Include people from all parts of the business on the working group.

12. Identify **client experience champions**. Give them responsibility for helping make client experience happen in different teams, sectors & countries.

13. Remember that **client experience isn't a project**. It doesn't start & finish. Done properly, it's a fundamental part of how you do things - if you really want to be client-centric.

Thirteen.Be.Distinctive.