

KPMG Client Advocacy

TRANSFORMING CHALLENGES
INTO MEASURABLE IMPACT



INDUSTRY

Professional Services
(Consulting)



CLIENT

KPMG Consulting – global consulting firm specializing in systems design, business process reengineering and organizational infrastructure.



SOLUTION AREA

Consultant Development,
Client Relationship Skills &
Experiential Learning

THE CHALLENGE

KPMG Consultants were hired and rewarded for their technical expertise, while business development was handled by a separate team.

As competition increased, client attrition rose. Feedback revealed that issues were not with the quality of work, but with how Consultants interacted—directive instead of collaborative, unyielding instead of flexible, and segmented instead of holistic.

Consultants viewed relationship management as a sales function and believed that client satisfaction was the client's responsibility. KPMG engaged NCA to create a global program that would redefine the Consultant as a relationship manager and improve the overall client experience.

“ We are not salespeople and we do not wish to become salespeople.”
– KPMG Consultant

NCA SOLUTION

- **Reframed the Program:** Positioned the program as **Advanced Consulting Skills**—not Relationship Management—to eliminate negative associations and build relevance.
- **Built the Business Case with Consultants:** Facilitated brainstorming sessions on three continents to define the critical skills needed to deliver value to clients. Consultants identified communications as a key priority.
- **Stakeholder-Driven Curriculum:** Developed and socialized a curriculum based on consultant input, making them active stakeholders in its success.
- **Experiential Learning with Total Immersion Simulation®:** Used NCA's methodology to create a realistic learning environment where consultants applied relationship skills in high-fidelity client scenarios.
- **Global Delivery:** Designed, piloted, and delivered the 5-day program monthly across four continents with NCA facilitators and simulation specialists.

THE RESULT



Highly positive learner reaction with Kirkpatrick Level 1 scores averaging 4.7 out of 5.



Significant reduction in client complaints and improved performance appraisal outcomes.



50%

Reduction in consultant attrition attributed to the strength of KPMG's orientation program, developed earlier with NCA.