COI Referral Relationship Scorecard and CRM Field Template

A practical tool for evaluating centers of influence, standardizing follow-up, and measuring referral-driven growth

> Referral relationships are too important to manage informally. This tool helps professional services firms, M&A advisors, and investment banks assess relationship value, define next steps, and capture activity and outcomes in the CRM so referrals become a more visible and repeatable source of growth.

How to Use This Scorecard and Template

Use this tool in three steps to transform how your firm manages its referral network:

01

Score each COI
Evaluate each center of influence based on fit, access, engagement, referral potential, and relationship momentum using the scorecard on pages 3-4.

02

Assign an approach
Use the total score and section-level results to determine whether the relationship should be deepened, maintained, reactivated, or deprioritized.

03

Track in CRM
Capture core relationship data, touchpoints, introductions, and outcomes using the CRM fields provided in this template (pages 5-6).

> **Best Practice: The Review Cadence**
>
> - Review **Strategic (Top-Tier)** COIs quarterly to ensure momentum.
> - Review **Active** COIs semiannually.
> - Review **Dormant** or low-performing COIs during annual planning to decide on reactivation or removal.

WHY SYSTEMS MATTER

Most firms have relationships, but few have a consistent way to rank them, reactivate them, or measure what they produce. Without a system:

- Partners default to calling the people they like, not necessarily the most strategic contacts.
- Referral sources are forgotten if they haven't sent a deal recently.
- Marketing cannot attribute revenue to the relationships that sourced it.

This tool bridges the gap between relationship strategy and CRM execution.

COI Relationship Scorecard

Rate each category on a scale of 1 to 5.

Contact Name:

Firm Name:

Industry:

A. STRATEGIC FIT

Category	Scoring Guidance	Score (1-5)
1. Ideal Client Alignment Access to target industries, deal sizes, and profiles.	1 = Rarely aligned with target clients 3 = Some overlap with target market 5 = Strong, consistent alignment	
2. Market Relevance Relevance to current firm growth goals.	1 = Limited relevance to current focus 3 = Moderately relevant 5 = Highly relevant to priority markets	

B. ACCESS AND INFLUENCE

Category	Scoring Guidance	Score (1-5)
3. Access to Decision-Makers Connection to owners, boards, etc.	1 = Indirect or limited access 3 = Periodic access to decision-makers 5 = Frequent, direct access	
4. Credibility and Influence Trust within their network.	1 = Limited visible influence 3 = Credible within modest network 5 = Highly trusted; heavy weight	

C. ACCESS AND INFLUENCE

Category	Scoring Guidance	Score (1-5)
5. Relationship Depth History and trust level.	1 = New or lightly developed 3 = Solid but not deep 5 = Longstanding, multi-touch trust	
6. Engagement Consistency Maintenance over last 12 months.	1 = Infrequent or sporadic 3 = Some regular contact 5 = Consistent cadence	

D. REFERRAL POTENTIAL AND PERFORMANCE

Category	Scoring Guidance	Score (1-5)
7. Referral Potential Likelihood of future intros.	1 = Low likelihood 3 = Moderate potential 5 = High potential visibility	
8. Historical Contribution Past introductions/wins.	1 = No meaningful activity 3 = Some activity or one strong lead 5 = Repeated history of business	
9. Opportunity Quality Commercial value of referrals.	1 = Poor fit / low conversion 3 = Mixed quality 5 = Strong fit / qualified	

E. RELATIONSHIP MOMENTUM

Category	Scoring Guidance	Score (1-5)
10. Reciprocity Mutual value exchange.	1 = One-sided 3 = Some mutual value 5 = Strong two-way benefit	
11. Near-Term Momentum Current signals of activity.	1 = No visible momentum 3 = Some relevance 5 = Active conversations / triggers	

F. MANAGEMENT READINESS

Category	Scoring Guidance	Score (1-5)
12. Internal Ownership Accountability clarity.	1 = No clear owner 3 = Owner but uneven follow-up 5 = Clear owner, defined steps	
	TOTAL SCORE (Max 60):	

Interpretation Bands:

50-60: Strategic Growth (Deepen)

40-49: Active Priority (Maintain)

30-39: Nurture (Reactivate)

20-29: Limited Value

<20: Deprioritize

RELATIONSHIP ACTION SUMMARY

COI Name: _____ **Owner:** _____

Total Score: _____ **Priority Tier:** ☐ Strategic ☐ Active ☐ Nurture ☐ Archive

Recommended Action: ☐ Deepen ☐ Maintain ☐ Reactivate ☐ Reposition

Next Best Action: _____

Next Touchpoint Date: _____ **Leadership Visibility Needed?** Y / N

CRM Field Template

Use these fields to configure your CRM for tracking COI performance.

CORE RELATIONSHIP FIELDS

Field Name	Type	What It Captures	Why It Matters
COI Type	Dropdown	Attorney, CPA, Wealth Advisor, Lender, PE, etc.	Enables segmentation
Industry Focus	Multi-select	Sectors the COI serves	Aligns network with target industries
Geography	Text	Primary market or region	Supports local coverage strategy
Relationship Owner	User Lookup	Primary accountable partner	Prevents orphaned relationships
Secondary Owner	User Lookup	Backup owner	Reduces key-person dependency

STRATEGIC PRIORITY FIELDS

Field Name	Type	What It Captures	Why It Matters
COI Priority Tier	Dropdown	Strategic, Active, Nurture, Dormant, Active	Defines management intensity
Strategic Fit Score	Numeric	Scorecard-derived fit value	Connects planning to reporting
Total Relationship Score	Numeric	Overall scorecard result	Enables sorting and dashboarding
Target Service Line	Multi-select	M&A, Valuation, Consulting, etc.	Clarifies best opportunity fit

ACTIVITY AND TOUCHPOINT FIELDS

Field Name	Type	What It Captures	Why It Matters
Last Touchpoint Date	Date	Most recent substantive interaction	Tracks relationship recency
Touchpoint Type	Dropdown	Meeting, Call, Event, Intro, Content	Context for engagement
Next Planned Touchpoint	Date	Scheduled next interaction	Supports proactive management
Touchpoint Cadence	Dropdown	Monthly, Quarterly, Annual	Defines expected rhythm
Relationship Status	Dropdown	Active, Stalled, Reactivating	Simple current-state signal

REFERRAL AND OPPORTUNITY FIELDS

Field Name	Type	What It Captures	Why It Matters
Introductions YTD	Numeric	Count of intros received	Core volume metric
Qualified Opps YTD	Numeric	Count of qualified intros	Distinguishes quantity vs quality
Pipeline Value Influenced	Currency	Est. value linked to COI	Revenue potential metric
Closed Revenue Sourced	Currency	Won revenue from COI	Tangible ROI impact
Referral Quality Rating	Dropdown	Low, Moderate, High	Qualitative source assessment
Last Referral Date	Date	Date of last referral	Shows momentum
Last Referral Outcome	Dropdown	Won, Lost, Active, DQ	Tracks conversion path

RELATIONSHIP DEVELOPMENT FIELDS

Field Name	Type	What It Captures	Why It Matters
Mutual Value Prop	Long Text	Why relation is valuable to both	Forces clarity on relevance
Reactivation Needed	Checkbox	Flag for restart effort	Supports campaigns