

# Improving the BD skills of marketing teams ...

There has been a transformation in professional firms and their focus on client development, targeting and revenue generation. The increasing demand for people with good business development (BD) and sales knowledge, key account and bids experience is outstripping a dwindling supply. Yet many firms have highly experienced marketing people who could contribute more skillfully in this area – given the right training, coaching and development.

## Growing frustration

We hear from clients who have difficulty in recruiting experts to support pitching, client development and revenue generation (selling) and wait nearly a year to find the right candidate. We come across highly experienced marketing teams who lack confidence when supporting and challenging partners in relation to selling issues, and we frequently work with partners who need help but won't admit it, and suspect that it should be coming from the marketing team.

If left unaddressed, high quality marketing professionals will struggle to meet the changing needs and expectations of partners. People will become frustrated and feel undervalued as the perception of them among partners reduces in value purely because of the skill gap.

## What skills are needed?

Marketing teams need greater knowledge of and confidence in the following areas:

- Developing their own targeting and selling skills, networking or pitching for new business
- Advising and challenging partners on current best practice for pitches and tenders
- Facilitating key client management (KAM) meetings and bringing value to those meetings
- Transferring techniques and skills to partners in key client management, targeting and selling
- Personal effectiveness and influencing skills among partners and senior fee earners

Finding professional marketing people with skills which have traditionally been earned in a pure sales environment is extremely rare. We offer solutions which can help teams and individuals acquire such know-how to satisfy today's changing and demanding requirements.

## Supporting transformation

The Business Development Practice offers training and coaching for marketing people, with an initiative tailored to those areas where BD skills seem to be in shortest supply. Our specialist training uplifts the skills of marketing people, allowing them to:

- Challenge, support, steer and advise partners through pitches and beauty parades
- Actively facilitate and take partners through KAM or CRM internal meetings
- Proactively coach partners in targeting, selling and opportunity management
- Meet directly with clients via client research and pitch debriefing assignments
- Work creatively with fee earner groups on new product development ideas.

## How can The Business Development Practice help?

**In-house training** – Firms can decide where they would like the support, training and/or coaching to be directed. We tailor courses to support your specific needs, for example pitch skills, key client management or selling techniques. We adjust our programme to the methodologies already in use in your firm. If not we can help establish them.

**Coaching** – Training can be supplemented with coaching sessions in between training courses, or coaching can be offered independently of any courses – in order to meet the individual needs and aspirations of your more senior executives. Active two-way collaboration is essential for service development, new product development

**Interim support** – Whilst skills are sought, managers are replaced and/or teams are trained up to a higher level of skill, we will work with firms on a day to day basis to help in specific areas.

**External masterclasses** – For those who wish to refresh their skills in conjunction with others from non-competing sectors, we offer small masterclasses off-site. These might focus on a particular area such as public sector tendering or dealing with procurement departments.

**NB** – We also provide training and coaching to fee earners wishing to develop their skills and confidence in business development.

## Contact us

To find out more, contact Larry Cattle at  
The Business Development Practice

Telephone: 44 (0)20 3283 4041

Email: [lcattle@bdpractice.com](mailto:lcattle@bdpractice.com)

[www.bdpractice.com](http://www.bdpractice.com)