

and deliver against a

coherent strategy?

Evidence!

Briefing MBD Leaders 2023 / Writing On The Wall solution session / Stickies in pink were upvoted

leadership & continuous

communication - remind about

importantance and value to firm

checking to ensure

accuracy

strategy, which MBD's

strategy enables.

for measuring progress

and communicating it

internally

FRUIT	CHALLENGE								
Apple shutterstock.com · 1727544364	How do we get senior lawyers to buy in to business planning?	ORANGE Make part of their appraisal process	BANANA: align with budget - no plan no money!	PLUM: Identifying key partner or champion that can inspire effective change. Having data to demonstrate value	MANGO: Greater alignment, clear visibility on budget planning & strategy. Injecting strategic directives into budget. P&L typically sits with practice group need to align with MBD.		ORANGE BD hold Lawyers to account		
Banana Admitsortock.com - 1722111929	How to control consistency of the internal brand of Marketing & BD	APPLE: Have a clear definition of what BD are and are not responsible for. Commonality/ consistency across the team as to what the role is. More alignment between BD and central comms	PLUM: create brand guidelines and key messages for the tem to follow. Mindset of the BDM team, ensuring MBD is aware of their key outputs/ways of working.	Melon: Agree on what the role of BD&M should cover/focus on.	APPLE: Ensuring there is a clear distinction between the roles of BD and central comms to manage expectations	MANGO: Alignment & clear definition between M & BD and what each team focuses on. Consistent training, support & structure. Consistency in messaging of M & BD.	ORANGE Having a seat at the table and consistently communicating how the BD&M function is delivering against firm strategy.		
Mango	Marketing leaders role in effecting change into a partnership model. Initiating change, accountability.	ORANGE Presenting Data and other evidence to drive change	Melon: Professionalise the BD&M functions. Bring in external skills.	BANANA: marketing leaders become full equivity and have equal seat at the table (get a vote not just advising)	the partite with more or a	PLUM: Need to have a seat at the table at an executive level.	Pineapple: Getting rid of optionality	Melon: Get rid of admins in the team so we not seen as back office.	
Melon	Sector team versus practice groups: What is the best route to Market?	ORANGE Focus on the Client and what they need	APPLE: Both are equally important. Align resources where the best opportunities lie & also base it on the strengths of your firm. Rank sectors for high growth based on practice strength.	BANANA: starts with what the client needs and where they go first want you to understand their business and personal needs + ability to bring right experts together. Horizon scanning requires sector & practice area view		MANGO: Depends, primary focus is on client need. Referral heavy firms naturally fall into one or other and drives marketing messaging and approach.			
Orange	How do we convince Partners that Marketing & BD bring strategic value to the firm?	BANANA: strategoic value about being able to track marketing tactics and translate/evidence work to revenue	ORANGE Presenting data and evidence of Rol.	Melon: Commercialise the model to get results. Understand the numbers.	PLUM: Evidence based communication - using	Melon: Client facing roles can add value by showing cross sell functions	strategic planning process and celebrating successes	APPLE: Share success stories about the role. Evidence it. Be able to infer revenue from BD/ Marketing influence.	
Pineapple	Changing partnership culture	Pineapple: Reward and recognition, gamification	Pineapple: Getting rid of optionality	ORANGE By informing Partners of what we will be doing based on the strategy, rather than asking for their view	can't change the	to educate. Incentives. Reframing Partner's self perception. Providing more feedback to partners. UK seems ahead of US on effecting	experts / no-lawyers involved in running	Make it clear on expectations Reward and recognition based	APPLE: Get rid of partners that don't fit with the culture of the firm
Plum	How do decide upon	ORANGE	Pineapple: Tight leadership and	Melon: Learn from other industries. Bring		APPLE: What Melon says! Plus reality	BANANA: robust process for measuring progress	PLUM: There needs to be a firm-wide	

in external ideals and

best practices.

leadership and

internal

communications