



# Talking BD...

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Milano - ASLA  
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# Personal

Business Development professional based in  
Continental Europe

University education in Budapest

Professional education at Chartered Institute of  
Marketing (UK)

SAID business school mini-MBA

In-house training by C&L, CC, DLAP



# Career milestones

Coopers & Lybrand – 1990 -1997

Clifford Chance – 1998 - 2007

Corporate Finance / BD consultant – 2008-2009

DLA Piper – 2010 – 2013

Noerr – 2014 to date

Independent consultant in alliance with

Venturis Consultant



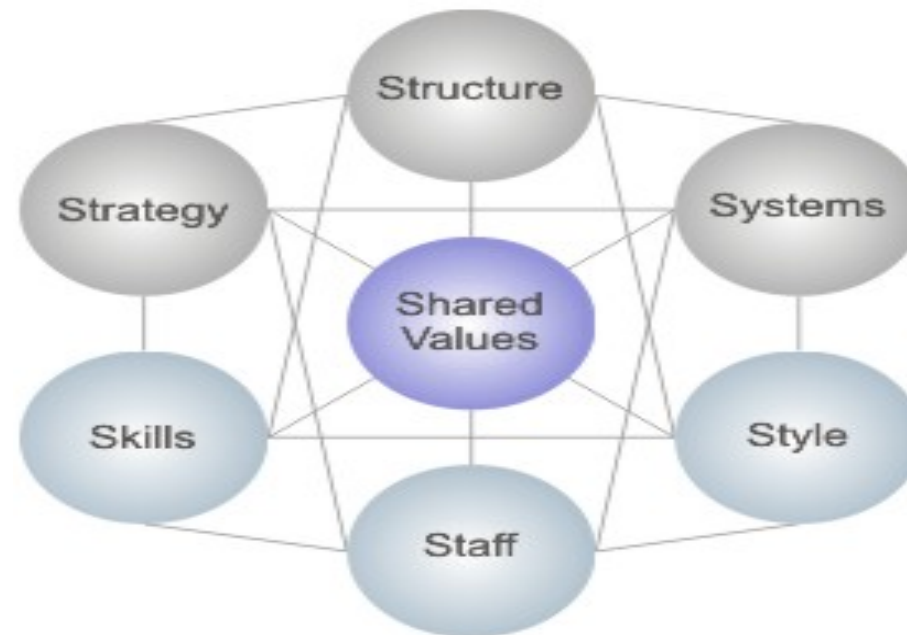
# What does Business Development mean...?

- A way of thinking and working when it comes to doing business within a professional services organisation.
- Monitoring and selecting; collecting and processing; analysing and interpreting; and preparing to put to good use of *all information relevant for the business* in a regular, systemic and user-friendly way for ultimate use by those delivering the service.
- Both an *ambition* and *the ability* to work together with management, partners and professionals at large, to help them achieve their highly specific business objectives.

**Business Development means - applying discipline and methodology in delivering services to partners in a purpose-oriented and professional manner.**

# Business Development is a mind-set that is key to success

Figure 1: The McKinsey 7S Model





# Scope

## **Strategic planning**

- Setting goals and objectives
- Implementation, including regular reviews and updates

## **Market research and analysis**

- Competition analysis
- Understanding how to make use of global, regional and local trends
- Analysis of macro-economic and industry sector developments

## **Client development**

- Understanding what influences clients' businesses
- Understanding clients' priorities when selecting advisors
- Establishing the Firm's strategic priorities
- Selecting key clients on the basis of agreed criteria
- Developing achievable client relationship management programmes



# ...and more

## **Client relationship management**

- Developing and adopting best practice account management
- Carrying out client relationship and post-transaction review meetings

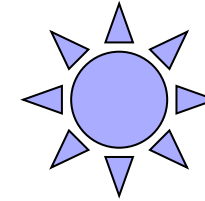
## **Brand and reputation**

- Build, maintain, re-inforce and protect one of your firm's most valuable assets, your brand-reputation, through actively managing it

## **Social media**

- Understand the implications of social media – how it affects your employees and your clients, what opportunities there lies in it for building your business and your reputation

# Criteria of a successful Business Development role – in-house



## „CLIENT”

- Clearly defined goals
- Scope for high value add by advisor
- Ownership by decision-makers
- Committed and interested in success
- „Reiterative project management” – regular feedback

## „BD Service provider”

- Ability to shape the scope
- Empathy
- Listening and resonating
- Project managed by „lawyer friendly infrastructure”
- Earn and maintain trust





# Future trends in business support services

Source:pwc legal sector survey

- Future priorities for Business Support : ‘to improve the use of technology’ (81% of responses), ‘standardise business processes and ways of working’ (74%) and ‘cost reduction’ (56%)
- Finance processes to support management to reduce revenue leakage;
- IT solutions that improve fee earners’ ability to be more responsive to their clients;
- HR processes and systems to support talent management and increased international working, particularly in larger firms; and
- Strategic BD support for the continued development of sector expertise to differentiate firms in their chosen markets.

# What practitioners say



**Tony Williams**, founder of Jomati Consultants:

“Never has the role of the business development and marketing profession been more important in professional services firms and marketers now have the opportunity to demonstrate that they bring real value to their businesses”.

**Elliot Moss**, director of business development at Mishcon de Reya:

„The big winners in the future will be the most progressive ones who run their business as just that – a business,” argues. “This means the full integration of finance, people development and marketing into the firm’s management and strategy.”

„...senior support professionals in areas such as IT, business development, HR and finance now have a seat at the top table when it comes to big operational matters and strategy. „



# CRM at law firms

## Survey by LexisNexis

### **Of those having CRM programmes in place**

- A majority (50,6%) of those polled have yielded a measureable ROI from their CRM
- 44% of the respondents have agreed CRM should be given more importance

### **Law firms benefit from**

- Better client relationships (50.5 %)
- Improved ability to cross sell (48.4 %)
- Increased team collaboration (38.5%)
- Greater efficiency in servicing clients (35%)

### **The single biggest challenge to implementing CRM programmes**

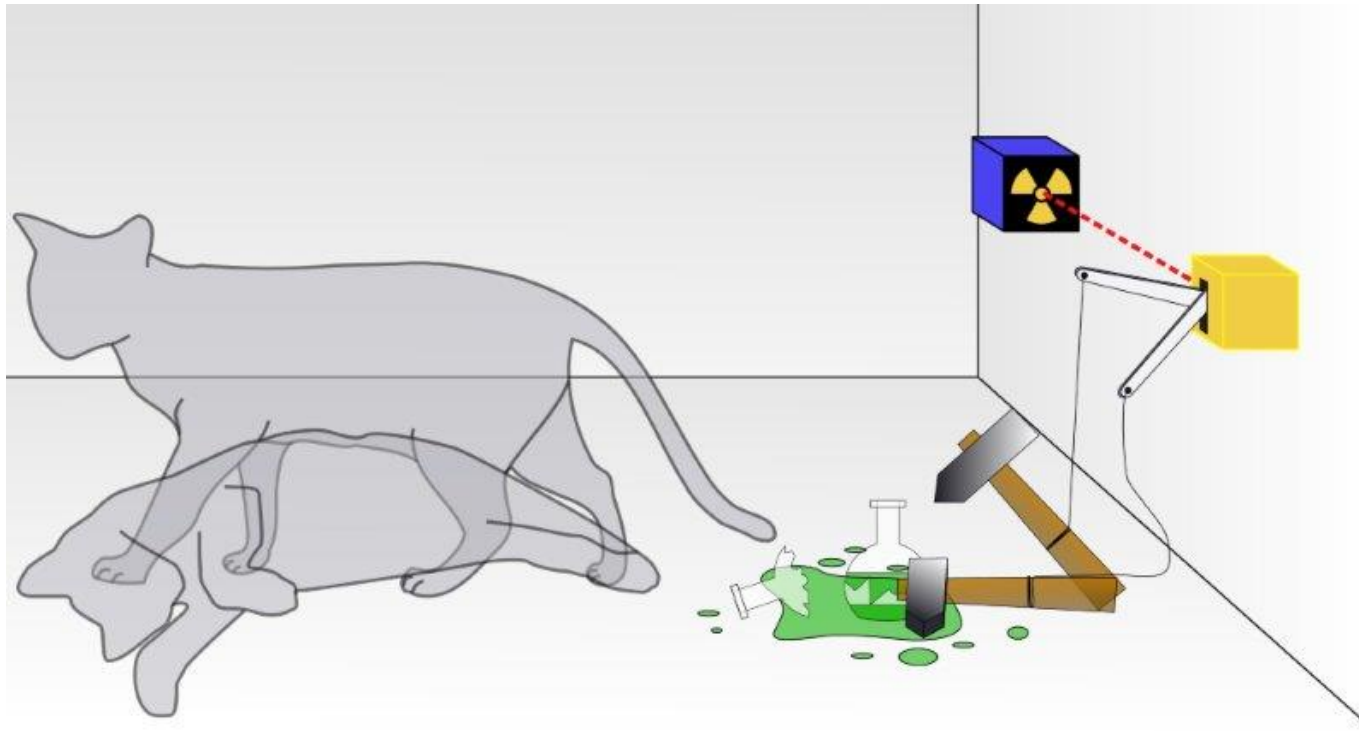
- Lack of employee buy-in – 33%
- Data quality – 19%
- Integration challenges – 16.5%



## Operational excellence – working in team with other functional roles

- ❑ Business Development has a role to play in building close operational relationships with Marketing, HR, Finance, Knowledge Management and IT in order to be able to fulfil its mission.
- ❑ This means that Business Development has by definition vested interests in understanding the scope of the activities of all internal services - i.e. those of the „support”, or „non fee-earning” departments - ; and by creating pro-active and mutually useful two-way communication channels, Business Development can become a hub in synthesizing non-core-activities for the benefit of the business as a whole.

# What has Schroedinger's Cat got to do with law firm BD?





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Grazie mille!