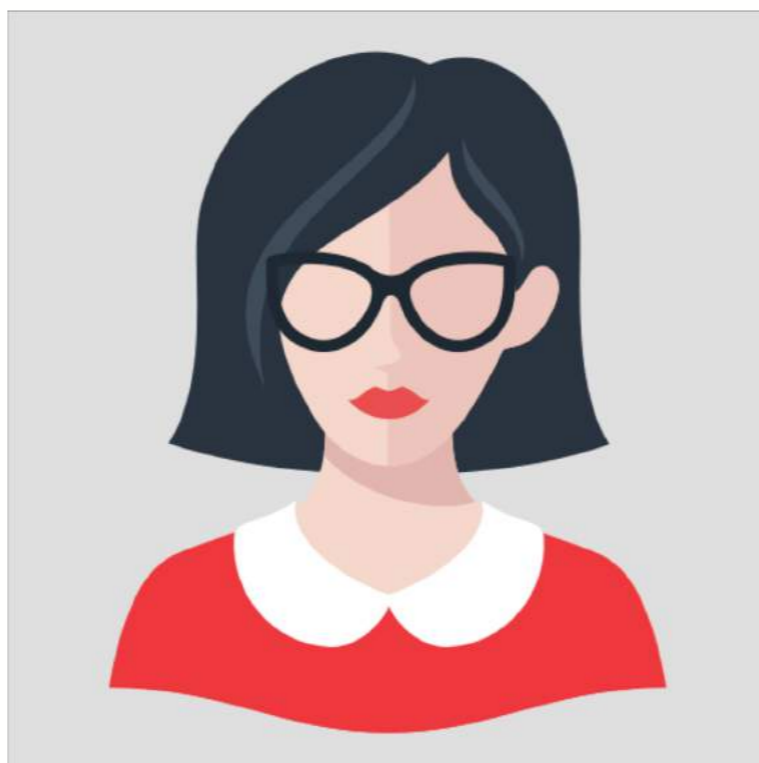


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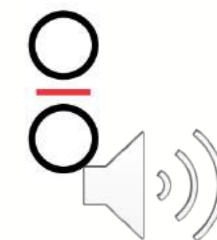
ICON Next Steps 2018:

Pathways to progressing your career



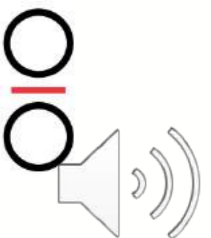


Are you a business development or marketing executive working in professional services?



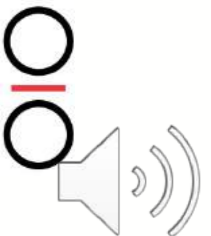


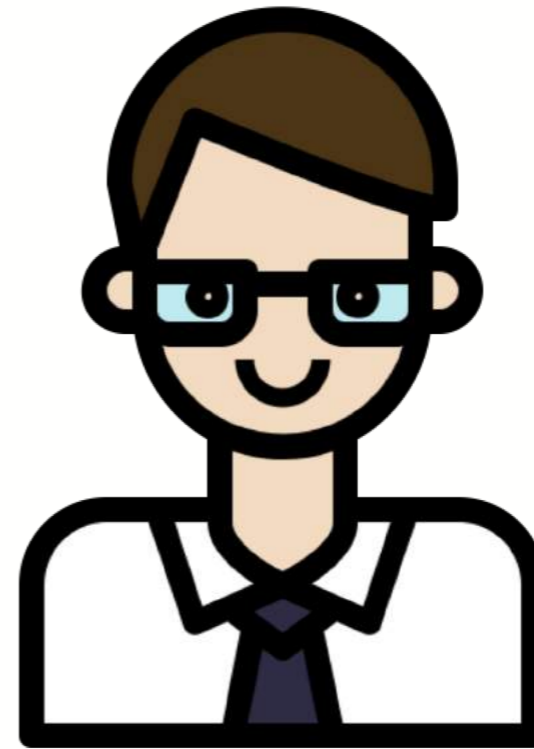
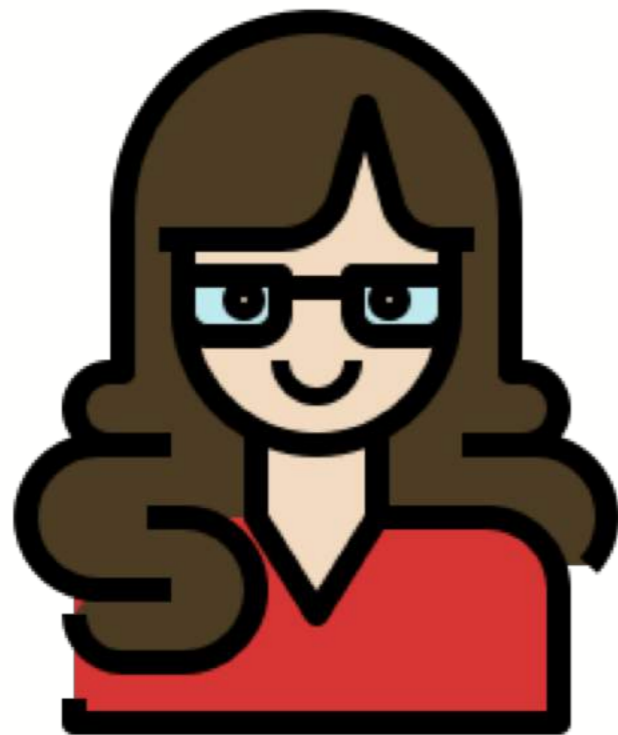
Not sure where your career is heading?



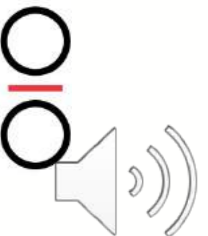


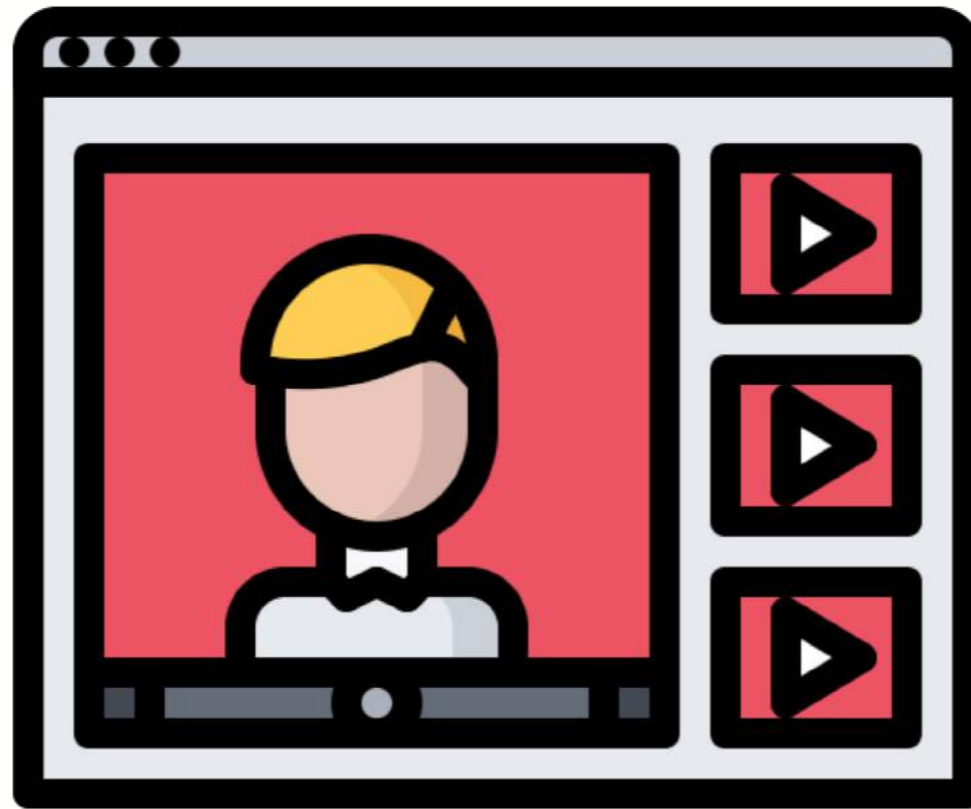
Seldon Rosser spoke with CMOs and this is what we found out...



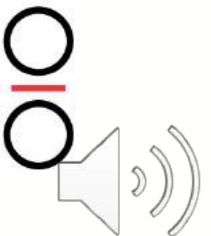


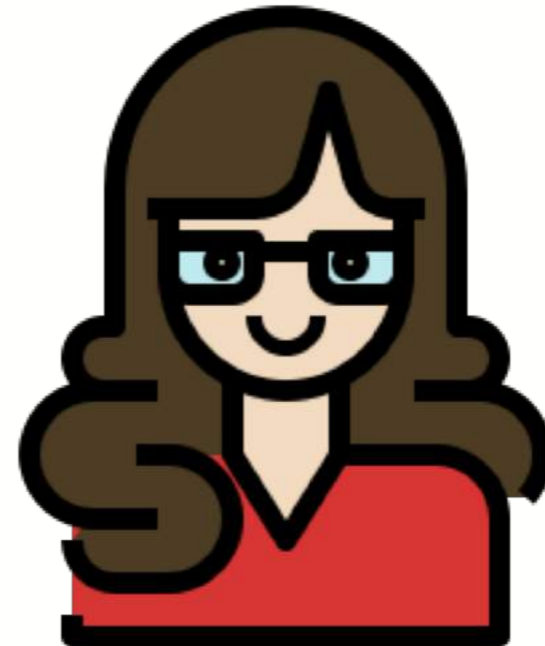
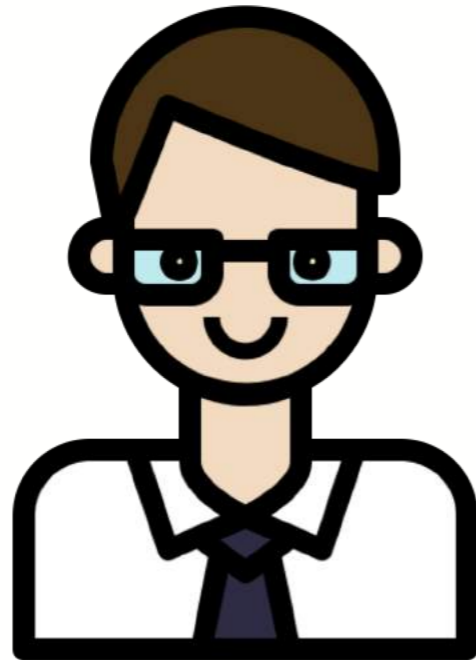
Firms are investing in Client & Sector capability in their BD teams.



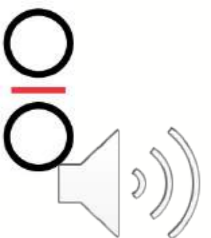


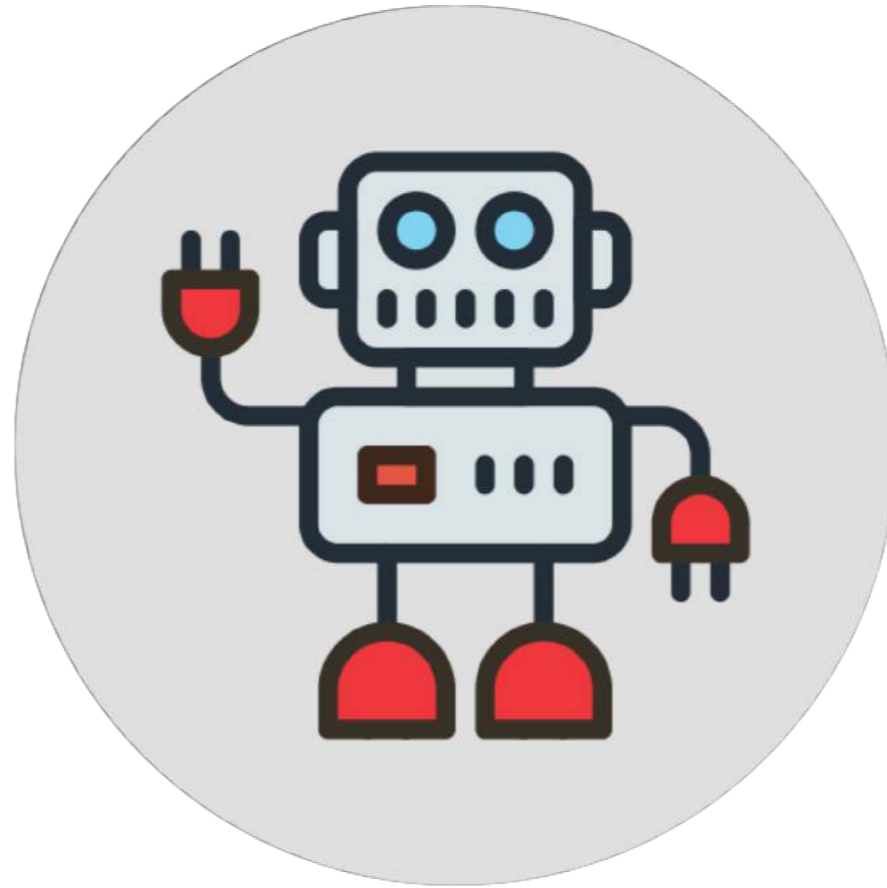
The continued focus on sectors also means an increase in content driven, lead generation marcomms campaigns.



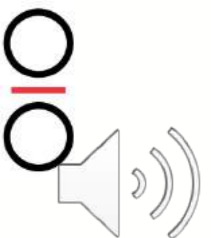


Practice is here to stay *for now*
with many hybrid roles.



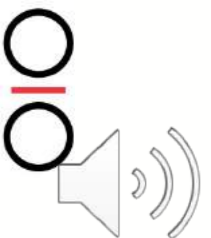


In law firms, pure executional bids teams have mainly decreased. Bids are managed by BD, the practice teams, offshore centres & artificial intelligence.



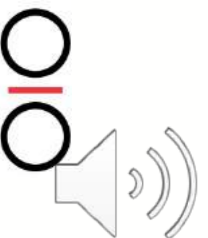


Senior bid roles are getting really interesting with many focused on change management, training & infrastructure.



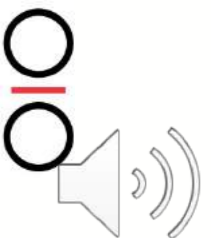


Big 4 leads the way with sophisticated pursuits – with a trend for other firm types seeking to hire out of the Big 4 to kick-start real pursuits strategy.



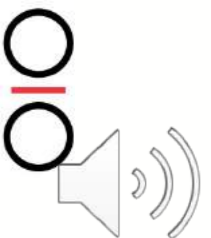


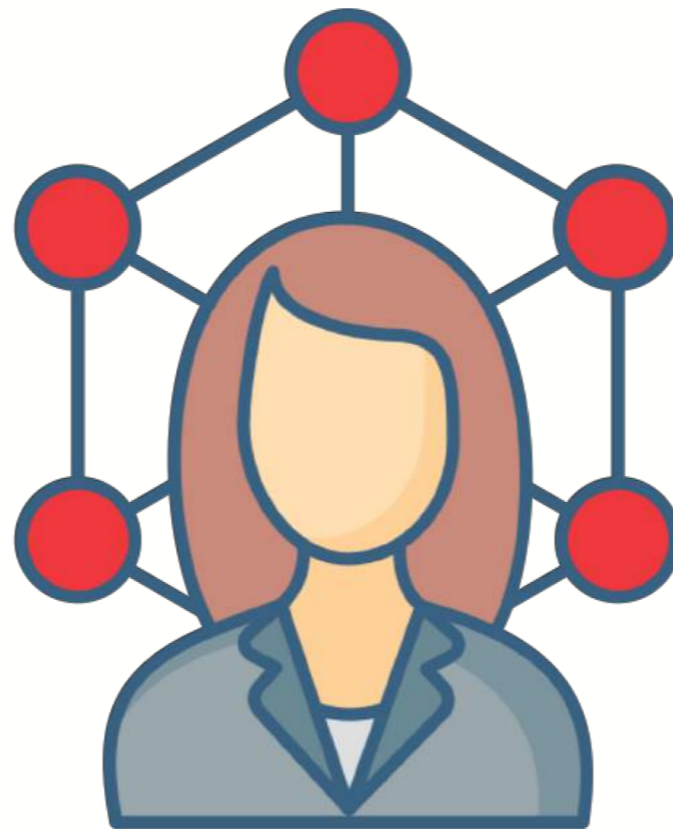
In PR, there is scope to use broader channels but otherwise, career opportunities are fairly consistent.



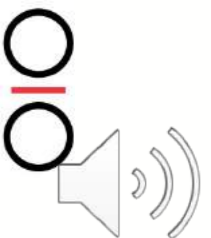


Internal comms specialists are still found at most firms. They are focused on raising the profile of leaders and employee engagement.



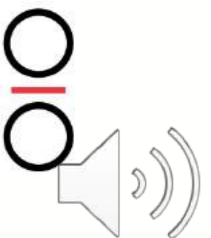


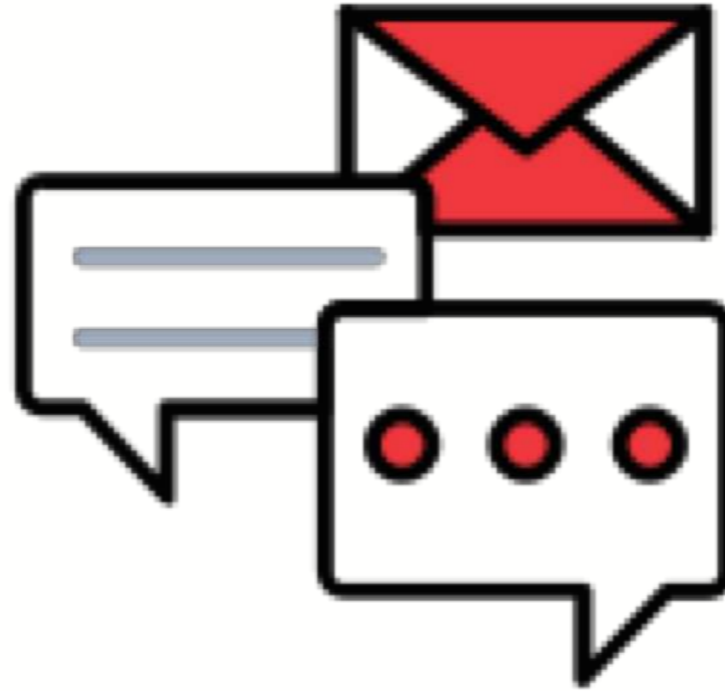
General comms roles have become more pro-active and campaign focused, working more closely with BD and sector / client teams.



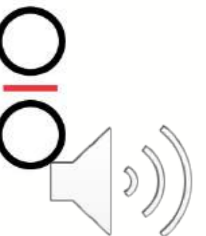


Marketing operations (events, graphics) roles tend to be junior and centralised in the firm.





Digital resources are a growth area with talent from outside professional services bringing expertise.

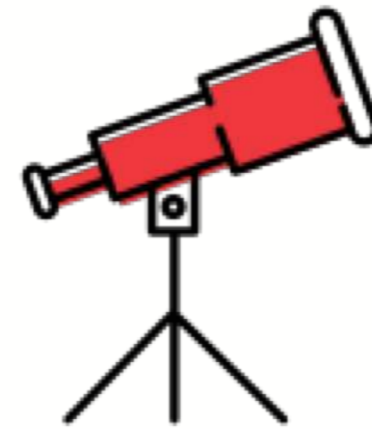




Client Insights



Data Analytics

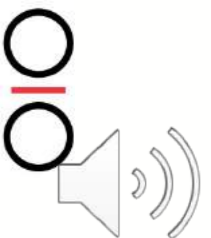


Innovation

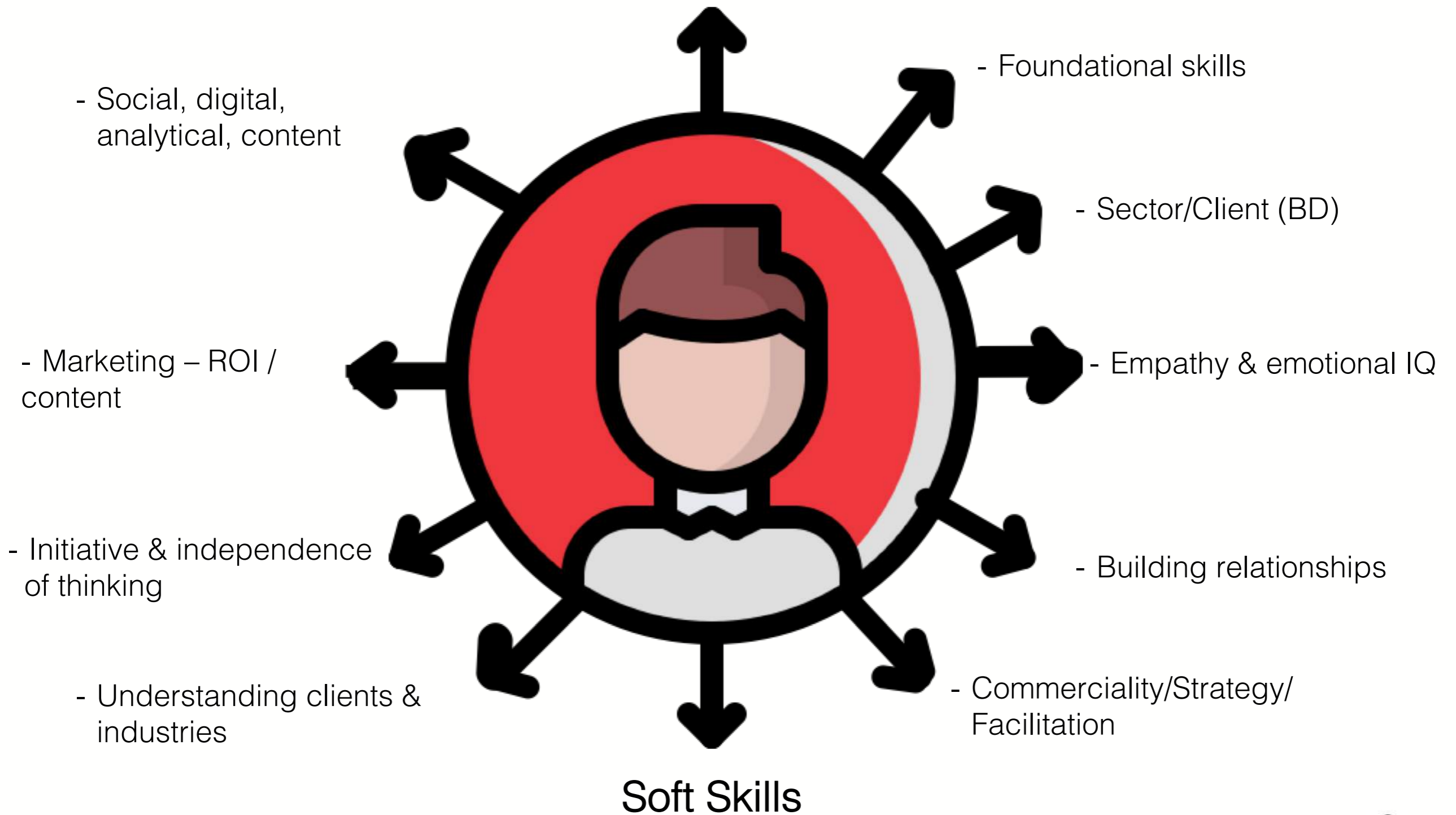


Pricing

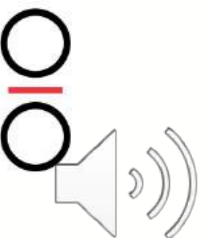
There are some newer / developing job functions too. Some but not all offer a potential career path for BD people.

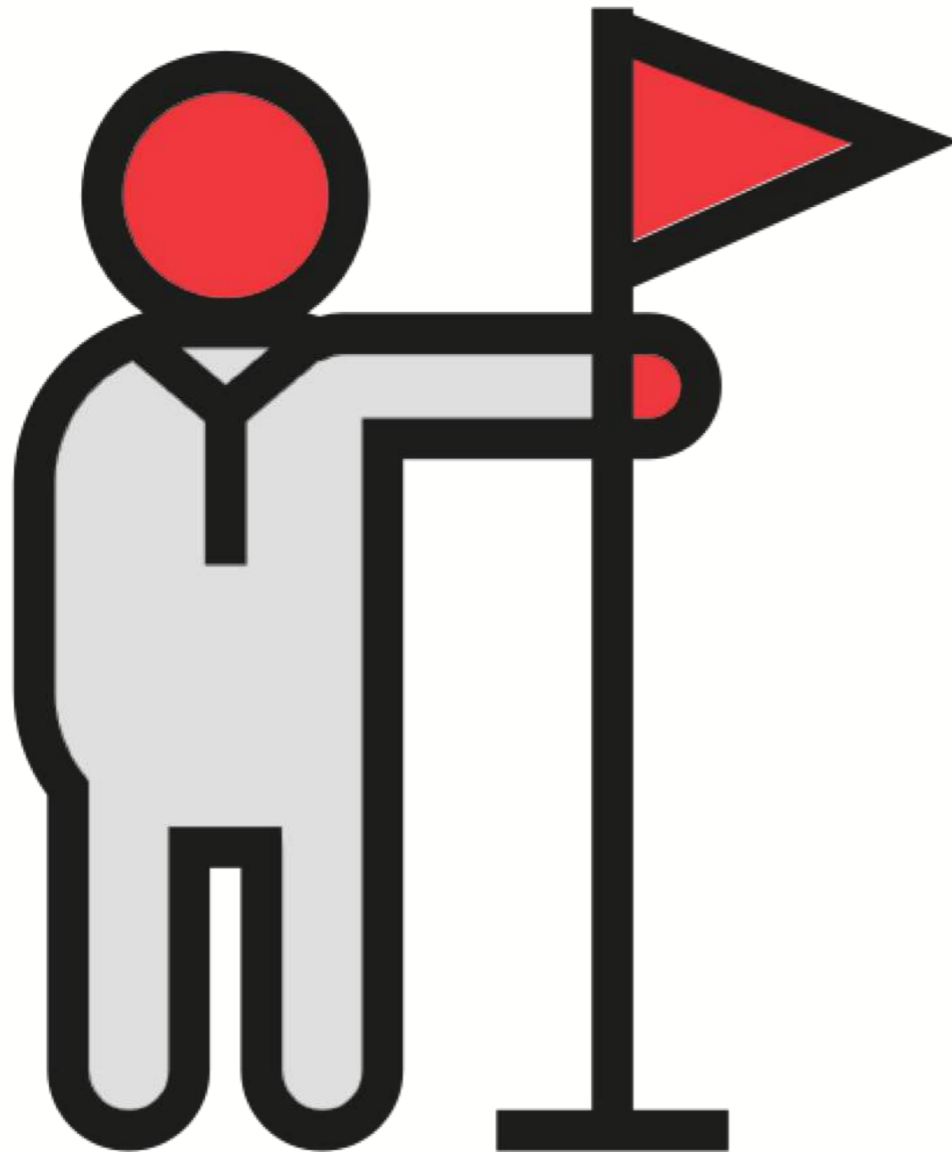


Technical Skills



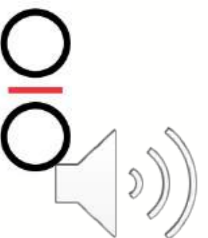
Aspiring managers need broad skills





- Business advisor skills (not just BD&M)
- Emotional intelligence
- Self-awareness
- Ideation, creativity, energy
- Insight, attitude, extra 5%
- Real impact on revenue (BD)

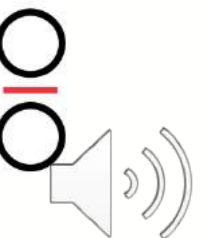
CMOs tell us what high performance looks like to them...





We're being asked...

- Specialist or generalize?
- Should I move between sectors?
- How do I find the right mentor?
- Should I work internationally?
- How do I build my reputation?
- How to manage appraisals & salary negotiations?
- How important is job title?
- When should I be a manager?
- When is the right time to move?



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