



ExpertiseMarketing<sup>SM</sup>

## 2009 Survey

# What is the most difficult barrier your firm faces in improving marketing & business development effectiveness?

## Survey Results, Respondent Comments and Analysis of Findings

by  
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I introduced this question at a January 2009 panel discussion featuring CMOs at an annual law firm marketing conference. There were more than 150 senior marketers and marketing partners in our session. Then, in April and May 2009, I posted [this same question](#) to the readers of my blog, [The Expertise Marketplace](#)<sup>TM</sup>.

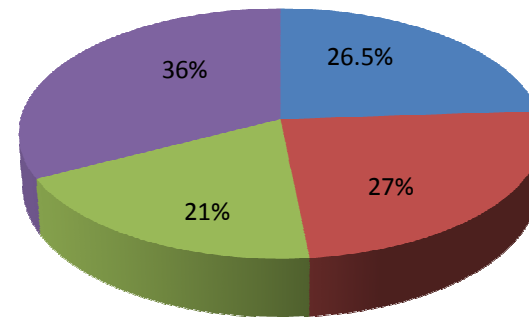
Not surprisingly, the topic of effectiveness and its relationship to a professional firm's marketplace gains is a central theme in my book, [The Integration Imperative: Erasing Marketing and Business Development Silos – Once and for All – in Professional Service Firms](#) (PSF).

PSF and B2B marketers and sellers are under continual pressure to improve their firms' effectiveness. All too often, though, they look in the wrong places to make meaningful gains. The *real* Holy Grail can be found by looking inside the firm, and working to ensure that marketing and business development are integrated into every function.

# What is the most difficult barrier your firm faces in improving marketing & business development effectiveness?

## RESPONDENT COMMENTS

- Leadership....our leaders are not in tune with M&BD activity, needs, etc, they are focused laser like on short term financial numbers. Wrong! Wrong! Wrong!



■ None/Not enough measurement of programs or people.

■ None/Not enough incentives and rewards.

■ Poor/Less than optimal systems capabilities (i.e. contacts, databases, intranet).

■ None/Not enough communication, training and/or professional development.

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For more details about how PSFs are addressing their marketplace effectiveness,  
I invite you to review my two books. Please click on the icons below.

