



Professional Practice Solutions



'Growth challenges – from buy-in to buying'
You've built your business on building trust

'Growth challenges – from buy-in to buying' Insight Dinner – 9 May 2017 – post-event summary

KPMG's Professional Practice Solutions team were again proud to host another successful dinner on Tuesday 9 May in KPMG's client meeting and engagement space at Number Twenty Grosvenor Street, London. The event was hosted by Paul Spicer, Head of KPMG's Professional Practice Solutions; Karl Edge, Regional Chairman for KPMG Midlands and Tom McGinness, Client Lead Partner and Tax Partner who shared insights and facilitated debate around growth challenges and the role of the Partner in an increasingly demanding sales culture.

Karl and Tom share here a high level summary of topics discussed and some further food for thought – please do get in [touch](#) if you would like to explore any topics that you feel would be beneficial to you and/or your evolving Partner group.

Mindset and behaviours for profitable growth

Our competitive landscape continues to change, with threats from all angles including regulation and technological advances, whilst our clients have become much more sophisticated buyers – our challenge in this context is 'have we become more sophisticated sellers?'

We have no doubt improved over recent years but how do we accelerate our progress to profitably grow our businesses? Karl shared his learnings from over 15 years of developing KPMG's sales culture and focusing on the mindset and behaviours we have observed drive the greatest chance of success. So how do you and your Partners measure up against the five areas we explored?

- Do you fill a room with energy when you enter it?
- Do you turn strangers into friends quickly?
- Are you known as an empathetic listener?
- Are you compelling when you speak?
- Do people look forward to spending time with you?

We believe it is the Partners who are best at these behaviours today who will drive your sales engine to deliver growth quickest, whilst your development programmes should support your future Partners to improve in all these areas to drive sustainable growth in the future.

Sales effectiveness at Partnership level

Most of us think about sales as being difficult and perhaps even a dirty word and certainly not what we joined our profession to do. For most of us, it drives fear right to the core of our being, but in today's competing market we all have to go out and sell what we do and sell it effectively if we are to survive. There is no magic bullet to becoming a great sales person but Tom posed the question 'If you turn the word 'sales' into the word 'relationship', then how does your view of the activity shift?'

How do you know if you have a good client relationship? If you think about what makes a relationship strong, you would probably answer that the individual seeks your advice and they may introduce you to others to help support them and as a result of your relationship, you also get to hear about what is going on in their business. So once you have a strong relationship, the next step is to broaden and deepen that relationship.

Consider the strong relationships you have and then consider – do you understand their personal agenda? Does this individual act as a coach to you in helping you understand their business and how to succeed in winning with them? Do you recognise how lonely it might be in their position and offer a listening ear? Answering yes to these questions will indicate you are deepening the relationship – and the sales journey with this individual probably doesn't feel like a sales journey at all – it probably isn't painful and it certainly doesn't feel 'dirty'. In order to broaden your relationships within a business, it is important to understand your personal brand and how you play that in, together with using your coach to introduce you to others.

Tom asks that above all you are brave – not just in terms of discussing topics you might not be comfortable with (i.e. not your core technical skills) but also in terms of your willingness to use personal disclosure to increase the connectivity between the client and you.

Tom acknowledges that relationships take time to build but shares his top five tips for helping to develop these relationships so that they are stronger and deeper:

- 1) Listen – embrace the power of silence!
- 2) Leverage the network
- 3) Business as usual
- 4) Harness the young/buddy up
- 5) Measure success

'Customer first' – how to create a customer centric business and compete in the digital age?

Tom talked about the important part that technology undoubtedly plays in our sales culture – achieving customer-centricity is no longer a differentiator – in the digital age it has become a matter of survival.

Almost every market is experiencing fundamental change; consumer expectations have shifted and digital technologies are making the biggest impact on businesses large and small since the start of the information age.

Today's customers are better informed, better connected and more demanding than ever before. The KPMG Global CEO survey of 2016 reported that 88% of CEOs are now concerned about customer loyalty and recognise that mastery of the customer agenda is essential.

In the same survey, 79% of CEOs told us that their current business models are not disruptive enough. It is clear that global leaders of successful businesses recognise that creating a customer centric, digitally-transformed business is a top priority.

How to engage customers, increase customer loyalty and achieve profitable growth in the age of digital disruption?

Ultimately, businesses need to navigate the challenges of digital disruption and find new ways to create economic value and drive profitable growth. With the theme of 'Customer First', this KPMG report details the six core capabilities of a customer centric business.

Our aim is to share the insight and practical experience KPMG has gained in helping clients in many sectors and markets around the world to successfully transform these capabilities to unlock new sources of customer value and compete successfully in the digital age.

We share the challenges involved and we set out action plans for each capability – each one describing a series of pragmatic steps any business can follow.

You can download the report [here](#).

Our events in the legal sector

This dinner was in a series aimed to bring you real thought-provoking insight into real-time topical issues and challenges that you're likely to be grappling with. We will also be running events specifically aimed at CEOs, CFOs; CIOs; HRDs and NEDs so if you'd like your colleagues to be invited, do [get in touch](#).

If there are any subjects you'd like to see covered at a future event, please [let us know](#).

KPMG in the legal sector

We have brought together some of the best professionals from across our firm with relevant insight and experience in the legal sector. We co-ordinate and deliver a collaborative approach to your business whatever challenges you encounter – looking to the future and the bigger picture with you. Our [service offering document](#) gives an overview of our specialists. Please [get in touch](#) if you would like to speak to our specialists.

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