



## **Setting Priorities & Establishing Tools for On-going Evaluation**

### **Client**

Business Development function of \$300MM international development contractor

### **Challenge**

Anticipating fundamental changes in the policies and direction of its largest contracting agency, the VP of Business Development began rethinking target markets and sectors. At the same time, the arrival of a new CEO created the opportunity to articulate clearly the priorities of the business development function, including its specific focus areas over the next 1-2 years. The client asked M Beacon Enterprises to help his team to choose its strategic priorities, articulate them clearly for the rest of the organization (particularly the CEO and Executive Team), and create a framework for carrying them forward over the next two years.

### **Approach**

M Beacon Enterprises facilitated multiple team working sessions to clarify and articulate the mission for the business development function. We helped them to bring together the various areas of expertise within the group and to ensure that each was appropriately and specifically included in the mission statement. Together, we crafted and agreed four priorities the unit will pursue over the next few years, then fleshed out the specific actions required to execute them. We also identified the interdependencies across and within the priorities, as well as with other units in the organization. Using several new tools, M. Beacon Enterprises facilitated critical conversations to select and prioritize the actions based on specific criteria we developed. From these, the team drafted action plans including timeline, metrics, critical success factors, and key individuals to involve throughout the process. In particular, attention to the latter will enhance the success of these initiatives as the Business Development team actively engages others, influences broader outcomes, and manages the interdependencies with other programs and units. That transparent and proactive approach also marked a change in the way the function would work.

### **Result**

Our work together resulted in clearly articulated priorities for the Business Development team and function. These were shared with both the new CEO and the leaders of other key functions in the organization. We successfully transitioned the work from consultant-led to client-driven, incorporating the new tools and techniques specifically and deliberately as part of the execution timeline and approach.