B2B Marketing Awards 2012
Award entry

BAKER & McKENZIE

Marketer of the Year

Stephanie Doyle

Category number:	22
Category name:	Marketer of the Year
Name:	Stephanie Doyle
Job title:	Business Development and Marketing Director
Company name:	Baker & McKenzie

MAIN SUBMISSION

B2B Marketing AWARDS 2012 FINALIST



June 2012

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Summary

Stephanie Doyle is different – in a good way.

She has achieved significant success across all areas of marketing and business development - BD, CRM, marketing and communications – which is a major point of difference in this industry. Very few marketers are as technically strong and truly innovative across the full spectrum. This unique quality contributed to Stephanie winning B2B Marketer of the Year in 2010.

In 2011, she took the next step in her career, taking on the leadership of a department and a much larger team.

She is results focused with a war chest of highly impressive, quantifiable examples of initiatives she has implemented with tremendous success. In the last year alone she has developed and implemented three crucial strategies focused on market profile, clients and teams, and her enthusiasm carries others with her.

This coupled with her drive, focus and genuine passion has armed her with the tools to effectively reshape our marketing function, positively change partner attitudes towards marketing, as well as create seismic shifts in thinking, generating impressive results.

It's for these achievements, we are nominating Stephanie for B2B Marketer of the Year 2012 .

10
new marketing strategies

15
new professional development sessions held

184%
increase in press coverage

167%
key clients fee growth

138%
average year on year growth across key clients

Changing direction

Please refer to Supporting Information for a copy of Stephanie's job description and the Appendix for further details relating to Stephanie's career history and qualifications.

Stephanie joined Baker & McKenzie in April 2011 following our search for a new Business Development and Marketing Director.

She has a strong pedigree in professional services with more than 17 years' sector experience. Her experience is underpinned by two post-graduate degrees in marketing management and marketing communications. A strong believer in continued education, Stephanie has applied to enter a Doctorate of Business Administration, majoring in Marketing.

Stephanie has undertaken every role in a marketing team at different stages of her career. Her last ten years were as Business Development Manager which prepared her for the step up to Director. We gave her three key priorities for her first year:

Restructure team

Following an audit in late 2010, it was apparent the partnership had lost faith in the marketing team, and a change was needed. This became her first responsibility - to review and recommend changes to our marketing department.

Improve market awareness

Her second priority was to improve the external brand of the firm, which was invisible in the fast-evolving Australian legal market.

Develop a client-driven culture

Stephanie was tasked to develop a client strategy that addressed recent market feedback and would increase growth.

Feedback

"Stephanie has been a breath of fresh air since she started at Bakers. I have worked as a partner with heads of marketing at major law firms for more than 20 years, and I have found Stephanie to be one of, if not the, best I've worked with.

Stephanie impresses as someone who really contributes to our marketing in a material way with in depth quality thinking, innovation and an ability to clearly articulate her ideas to senior legal professionals"

Partner

The brand Stephanie works for

Baker & McKenzie is the world's largest law firm, with 70 offices operating across 43 countries. The firm practices across multiple sectors in Australia including energy & resources; food & agribusiness and financial services.

Australia's legal landscape has changed considerably over the last 12 months. It has become a 'buyers market' with new global entrants now competing for local work - a wake up call for existing firms who can no longer rely on historic relationships. The industry is performing at 20% below this time last year, which is cause for concern.

In order to remain competitive, Baker & McKenzie rapidly shifted its strategy towards driving growth, improving client service and market profile. Stephanie has been an integral part of this change program, leading a number of external and internal strategies to increase the firm's bottom line.

Significant career achievements

Relocating to the United Kingdom

In 2006, Stephanie relocated to London to be challenged by larger and more complex business environments. This is an example of the self-belief that Stephanie has and demonstrates that she is willing to take risks to challenge herself in order to progress her career.

Marketer of the Year 2010

Being named Marketer of the Year at the B2B Marketing Awards 2010 was a significant milestone which became a catalyst for further career growth. With this award, Stephanie was able to differentiate herself which led to her being headhunted for the Business Development and Marketing Director role at Baker & McKenzie.

Appointment as Business Development and Marketing Director

Being headhunted for one of the most sought after roles in the Australian market was an impressive feat, more so given that Stephanie was a Business Development Manager at the time. Her experience in the UK, coupled with external recognition laid the groundwork for her successful appointment. Seen as a 'wildcard' candidate, Stephanie impressed the firm's stakeholders with her combination of passion and ideas, and deep understanding of the legal industry and profession.

Global facts and figures

Offices	70
Partners	1,369
Countries	43
Lawyers	4,146
Continents	6
Total headcount	10,844

Our Australian awards

"International Firm of the Year" *Macquarie Bank Australasian Legal Business Law Awards*, 2011

"Australian Deal of the Year" *Macquarie Bank Australasian Legal Business Law Awards*, 2011

Finalist, "Best Provider Rated by the C-Suite" *BRW Client Choice Awards*, 2011



Achievements in the last 12 months

Stephanie has achieved a significant amount in one year. Her achievements relate to her three primary responsibilities: team, brand and clients.

Marketing team

These details were provided to judges in the original submission but are commercially sensitive and therefore confidential.

Restructuring team and improving performance

Please refer to Supporting Information for a copy of the KPI template and the PD Program.

These details were provided to judges in the original submission but are commercially sensitive and therefore confidential.

Today, the partners openly acknowledge the significant change that has taken place in a short period of time and are advocates of the team.

Developing and entrenching a value charter to improve team culture

Please refer to Supporting Information for a copy of the Values Charter.

To drive the team's change management agenda, it was imperative to develop a tool to eradicate old behaviours and encourage new, more positive attitudes.

Following a series of focus groups, a team vision and value charter was developed. The value charter identifies five core values: Trust, Quality, Integrity, Passion and Respect & Equality in addition to the behaviours that support these values.

To reinforce the charter, 'Excellence Awards' were introduced to celebrate positive behaviours. In addition, the charter became a core element of the team's annual appraisal.

Following recent appraisals, it is evident that the value charter is working and positively influencing behavioural change.

Feedback

"The team is performing the best it has in the last two years" *Partner*

"I have witnessed a complete rebuild of the team's values, processes, and commitment to strategy" *BD Manager*

"She is very committed to getting the team to work together and work as one team nationally, the values charter initiated by Stephanie has been a useful tool to remind us all the goal we are working towards" *BD Manager*

Team vision

Our vision is to be a team that's valued by clients and colleagues and which is known for its insight, passion, professionalism and delivery of high quality advice.

We will achieve this by supporting each other as a team and as individuals, by sharing and expanding our knowledge and by working closely with the business and our clients.

As a team we embrace and encourage fairness, equality and openness, and at all times act as one.

Firm wide

Developing and implementing a strategic framework for the firm's marketing and business development activities

Please refer to Supporting Information for a copy of the Business Plan.

The previous business plan focused on processes. A new plan was needed to influence partner behaviour, particularly in relation to client service; improve the firm's market profile and introduce a more sophisticated marketing model.

The success of this plan (Fig. 1) relied on a twin-track approach, balancing operational improvements with campaign implementation.

10
new marketing strategies

Fig.1: Team strategy at a glance

These details were provided to judges in the original submission but are commercially sensitive and therefore confidential.

Driving a client driven culture

Please refer to Supporting Information for a copy of the Client Management Framework and recent Client Initiative revised strategy paper. Please refer to Appendix for key client results.

A client initiative (Fig. 2) was developed and included a key client program and client management framework. This approach was new to the firm and has generated positive results including significant fee growth and increased client activity.

Whilst the program has been successful, more improvements can be made and an updated strategy was recently developed.

167%
key clients fee growth

138%
average year on year growth across key clients

Fig.2: Client initiative at a glance

These details were provided to judges in the original submission but are commercially sensitive and therefore confidential.

Creative or original thinking in tackling marketing challenges

Increasing market awareness

Please refer to Supporting Information for a copy of the Market Awareness strategy paper and media results for Q1 2012 compared with major competitors.

Please refer to Appendix for an overview of media and thought leadership results.

The evolving legal market created immense opportunity for Baker & McKenzie to redefine its brand position and implement a strategy to position the firm as innovative and client driven. As such, Stephanie introduced a Market Awareness strategy with two key elements: media relations and thought leadership reports – a unique offering to the Australian legal market. To date, three reports (Fig. 3) have been developed, all of which delivered a positive ROI and were the first of their kind in this market.

Whilst media coverage is less than some competitors in the market, Baker & McKenzie has achieved 79% favourable coverage which is the highest of all legal firms.



Fig.3: Thought leadership reports on Food Security, PPP and Bribery

Media coverage: April 2011 vs April 2012

April 2012: either mentioned or quoted in 71 news stories and radio interviews. 66% of this coverage was in mainstream press.

April 2011: either mentioned or quoted in just 25 stories. 38% of this coverage was in mainstream press.

184%
increase in press coverage

FINANCIAL REVIEW
THE AUSTRALIAN
THE WALL STREET JOURNAL.
Bloomberg
The Sydney Morning Herald
THE AGE

Contribution to the wider marketing or business community

Please refer to Appendix for further details relating to contributions to the community.

Stephanie continues to give back to the community that has helped develop her career.

Sharing knowledge

Stephanie had three articles published in the last year and presented on three topics at legal marketing conferences: pitching, cross border business development and strategic planning.

2013 LMA Annual Conference Advisory Committee

Stephanie was asked to join the 2013 LMA Annual Conference Advisory Committee as a result of delegate feedback and willingness to share her knowledge - the first member outside of North America.

Mentoring

Stephanie coached two people in the last year on a voluntary basis. One is an experienced marketer new to Australia who found it difficult to break this market. He accepted a role three months after they started working together.

Feedback

"[Stephanie] possesses a high-level of marketing expertise, “gets” the intricacies of the legal marketing industry … her combination of practical advice and sharing of know-how resulted in her being one of our highest-rated speakers – right up there with our key note speaker from the Disney Institute"

Betsi Roach, Executive Director, Legal Marketing Organisation

Impact on other personnel within the organisation

Reignited team member's belief in themselves and their skills

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Feedback

"It is really rewarding to be part of a team that is driven by a great Director" *Manager*

"Stephanie is a natural leader, and has an amazing ability to harness the strengths of her team to deliver meaningful results for the business"

Talent Management

Partner development

Please refer to Supporting Information for a copy of the PD Program developed for the partners.

Stephanie developed a three-phase BD skills program to support partners in their business development efforts. With members of her team, Stephanie delivered a series of training sessions on clients, pitching and market awareness.

Feedback

"The quality and practical relevance of the sessions on BD she has developed and had presented to partners (particularly those utilising our own experts) are but two shining examples of the difference she has made. She rocks!" *Partner*

Stakeholder feedback

Please refer to Appendix for full testimonials.

Supporting material supplied

[All materials are confidential – not for disclosure]

These details were provided to judges in the original submission but are commercially sensitive and therefore confidential.

1. Baker & McKenzie job description
2. KPI template
3. Professional development program for marketing team
4. Values charter
5. Business plan
6. Market awareness strategy paper
7. Media results compared with competitors Q1 2012
8. Client management framework
9. Client initiative revised strategy
10. BD skills training for partners

Appendix

Career achievements

Qualifications (post-grad)

- Applied to enter the DBA programme at Bond University (2012)
- Post graduate degree - Master of Marketing Management (2008) University of Canberra (distinction)
- Post graduate degree - Master of Marketing Communications (2005), University of Canberra (high distinction)

Recognition

WINNER 2010
B2B Marketer of the Year
B2B Marketing Awards 2010

FINALIST 2010
Marketer of the Year
Chartered Institute of Marketing Excellence Awards 2010

WINNER 2011
Event of the Year
Legal Marketing Association Honor Awards 2011

WINNER 2011
Media Relations Campaign of the Year
Legal Marketing Association Honor Awards 2011

FINALIST 2010
Best of Professional Services
Chartered Institute of Marketing Excellence Awards 2010

FINALIST (SECOND PLACE) 2010
Media Relations Campaign of the Year
Legal Marketing Association Honor Awards 2010

FINALIST 2010
B2B PR Campaign of the Year
B2B Marketing Awards 2010

Employment history

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Key client results

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Media results

These details were provided to judges in the original submission but are commercially sensitive and therefore confidential.

Thought leadership results

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Contribution to the wider marketing community

Committee positions

APRIL 2012 - APRIL 2013

Legal Marketing Association Annual Conference Advisory Committee (first and only international committee member)

Published works

APRIL 2011

PSMG Magazine: In Conversation with Stephanie Doyle

AUGUST 2011

PSMG Magazine: Pitching to Win, Strategies to improve win rates and demonstrate value

FEBRUARY 2012

Law Society Journal: Think Like a Leader









Public speaking

APRIL 2011, ORLANDO

Legal Marketing Association Annual Conference

Presentation: Creating Successful Pitching Strategies to Improve Win Rates and Demonstrate your Value to the Firm

APRIL 2012, DALLAS

Legal Marketing Association Annual Conference

Pre-conference workshop for marketers with limited resources: Building a Strategic Planning Process that can be Sold, Sustained and Scaled

APRIL 2012, DALLAS

Legal Marketing Association Annual Conference

CMO Summit: Successful Cross-Border Marketing and Business Development

Testimonials

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Baker & McKenzie has been global since our inception. It is part of our DNA.

Our difference is the way we think, work and behave – we combine an instinctively global perspective with a genuinely multicultural approach, enabled by collaborative relationships and yielding practical, innovative advice. With 3,800 lawyers in 42 countries, we have a deep understanding of the culture of business the world over and are able to bring the talent and experience needed to navigate complexity across practices and borders with ease.

Sydney
AMP Centre
Level 27
50 Bridge Street
Sydney NSW 2000
Australia
Tel: +61 2 9225 0200
Fax: +61 2 9225 1595

Melbourne
Level 19
181 William Street
Melbourne VIC 3000
Australia
Tel: +61 3 9617 4200
Fax: +61 3 9614 2103

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