



Building a Global Business Development Culture

with KPMG
2017

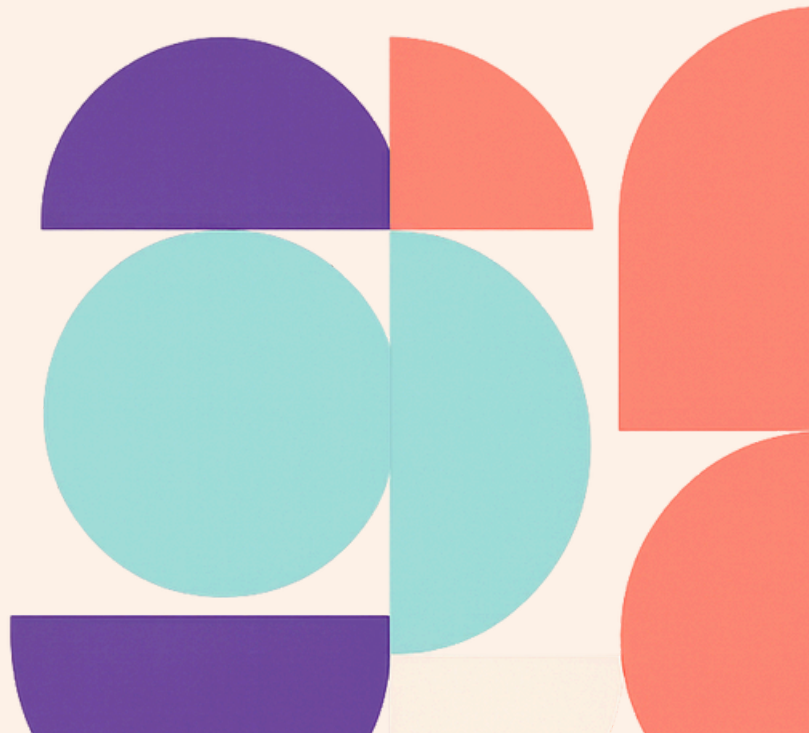


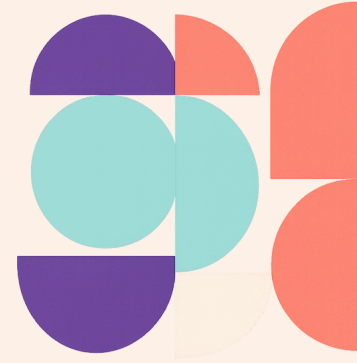
KPMG's Journey to a Global Business Development Culture

**Faster. Smarter. Stronger.
Together.**

Imagine the impact when
professionals in 100+
countries start thinking and
acting like business
developers.

That's exactly what KPMG
and Future Positive set out to
achieve.



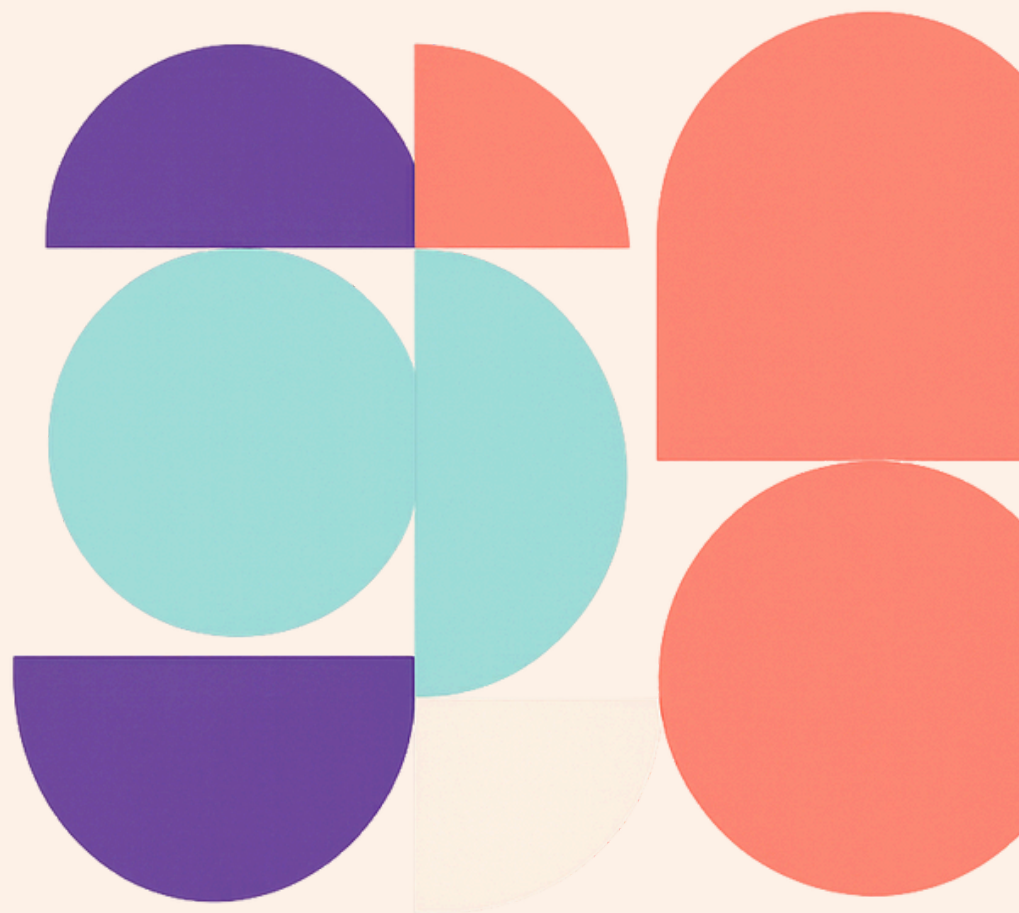


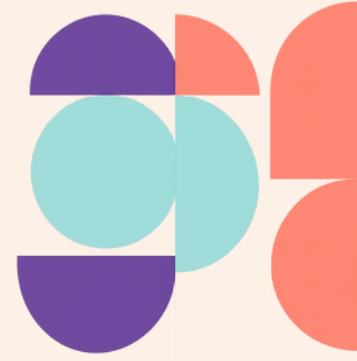
Overview

In today's competitive and rapidly changing professional services environment, business growth depends not only on technical excellence but on the ability of professionals to identify opportunities, build relationships, and create client value.

KPMG recognised the need to transform its global business development culture, moving beyond ad-hoc approaches to create a unified framework for growth across its member firms.

To achieve this, KPMG partnered with Future Positive to design and deliver a global capability development program that empowers professionals regardless of role or region to think, act, and perform like business developers.





CHALLENGE

From methodology to framework to adoption to results.

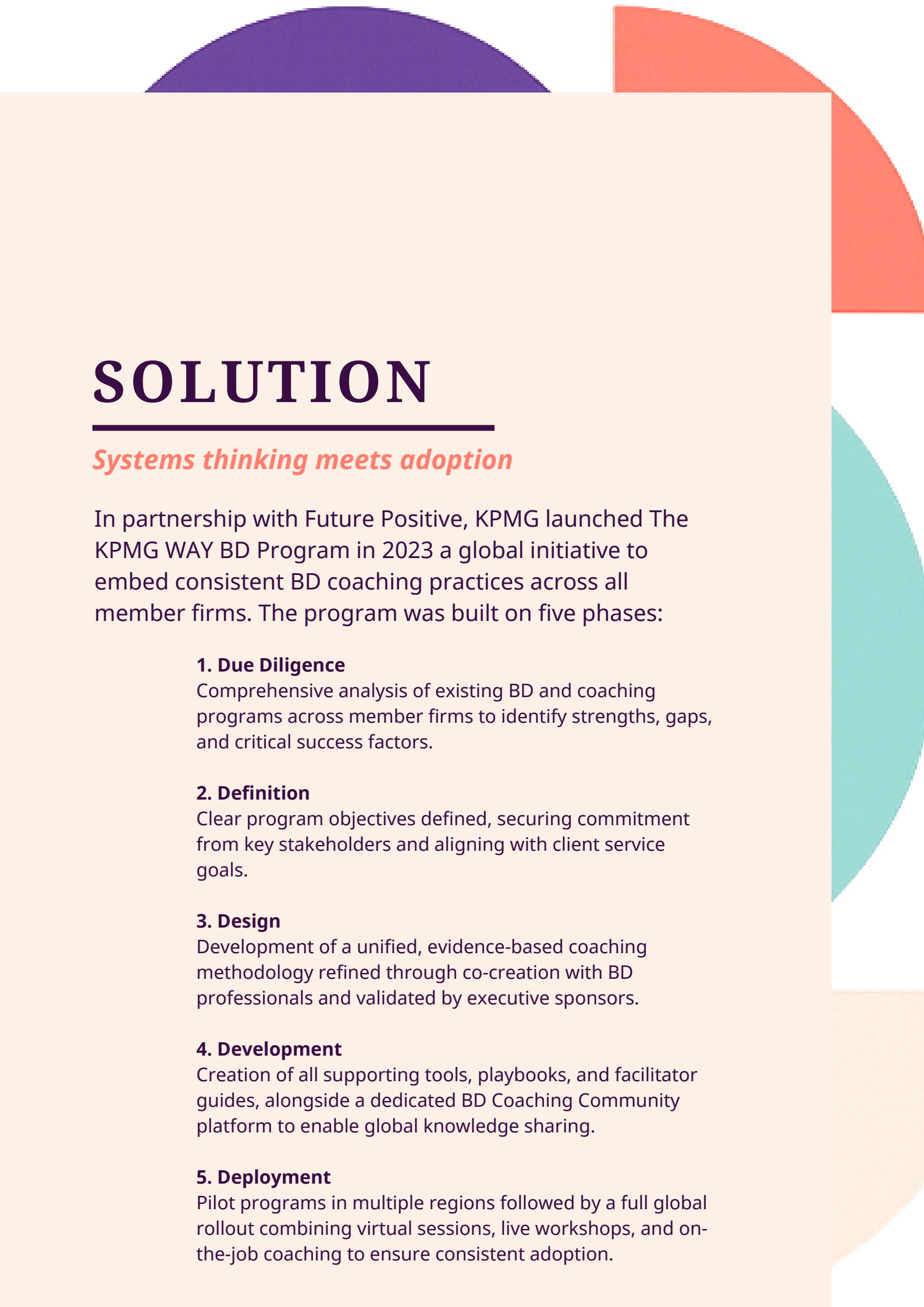
KPMG faced a strategic challenge common to many professional services firms:

How do you develop business development (BD) capabilities among highly skilled technical experts, accountants, consultants, and auditors who are detail-oriented by nature but not trained as relationship builders?

Key challenges included:

KPMG sought a consistent, scalable solution that could unite its global network under one shared approach to growth, while still respecting regional nuances and client dynamics.

- Significant gaps in BD confidence and capability across the global workforce
- Inconsistent coaching and mentoring practices across markets
- Lack of a formal, scalable BD development framework aligned with the firm's culture
- The need to transform technical experts into opportunity finders without losing professional integrity or local market relevance.



SOLUTION

Systems thinking meets adoption

In partnership with Future Positive, KPMG launched The KPMG WAY BD Program in 2023 a global initiative to embed consistent BD coaching practices across all member firms. The program was built on five phases:

1. Due Diligence

Comprehensive analysis of existing BD and coaching programs across member firms to identify strengths, gaps, and critical success factors.

2. Definition

Clear program objectives defined, securing commitment from key stakeholders and aligning with client service goals.

3. Design

Development of a unified, evidence-based coaching methodology refined through co-creation with BD professionals and validated by executive sponsors.

4. Development

Creation of all supporting tools, playbooks, and facilitator guides, alongside a dedicated BD Coaching Community platform to enable global knowledge sharing.

5. Deployment

Pilot programs in multiple regions followed by a full global rollout combining virtual sessions, live workshops, and on-the-job coaching to ensure consistent adoption.

Global Impact

The KPMG WAY BD Program delivered measurable improvements across all dimensions of BD performance, transforming the way professionals approach growth and client engagement.

IMPACT

& ROI

40%

increase in BD capability scores across participating professionals

Program adoption exceeded targets, with measurable improvements in both individual capability and firm-wide performance.

62%

proposal win rate (up from 45%) among trained teams

Cultural transformation achieved at scale with technical professionals evolving into trusted business advisors

95%

of participants reported higher confidence and ownership of BD activities

Enhanced market differentiation as KPMG embedded BD coaching into its global client service DNA





Ready to Make Your Culture Future Positive?

We help organizations design coaching frameworks, learning ecosystems, and growth strategies that are consistent, scalable, and human-centered.

From global capability programs to on-the-job transformation, we co-create solutions that turn strategy into skill and culture into measurable performance.

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