BORD BIA
IRISH FOOD BOARD

Marketing in the boardroom – getting the Board on board.

11th May 2023

BRAND FORUM

on point

Engaging board members

- **Senior managers are invariably time starved**
  - **Commercial** in how they will deliver business growth
  - **Credible** in how they will deliver a strong, sustainable return
  - **Concise** in both print and verbal form
  - **Clear-cut** in their proposed requests and next steps

- **Senior managers are human**
  - Involved in the problem solving
  - Engaged in plain English

Tools & techniques

A. Developing the storyline	B. Building a fact-based presentation	C. Selling to the Board
• Developing a succinct one-page storyline	• Building a succinct storyboard that people can buy into	• Syndicating the deck with senior managers before the meeting to get early buy-in
• Being hypothesis driven to get to the answer quickly	• Building & presenting the fact base that supports the case	• Presenting with the end in mind
• Syndicating with managers to identify issues early on	• Addressing senior management issues head-on	• Keeping senior managers on-board over time

What a good storyline looks like

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One page summary and recommendation:

- **Relevant** – Clear why the audience should read it
- **Succinct** – So that the reader quickly knows what you're asking for and why
- **Compelling** – Contain clear, fact-based rationale
- **Actionable** – Clear so what's on what that means for the business

Involve the Board team in the problem solving

Issue: Always being sold to, never part of the problem solving

Solution: Involve senior stakeholders in the problem solving





Early 1-on-1 pre-meetings

- Get input early on
- Identify concerns or show stoppers
- Access relevant data

Addressing any concerns early on

- Analyse data
- Interview key internal or external people
- Conduct bespoke research
- Show relevant case studies

Key components of a strong business case

1. **What the project will most likely deliver, and why.**
2. **What the project will cost.**
3. **Over what time frame.**
4. **Fact-based proof on why we can expect success.**
5. **The risk of the project not delivering.**

On the day, present with the end in mind

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Issue: Unclear why they should listen to the presentation

Solution: Be clear about the what's in it for them, key asks and next steps

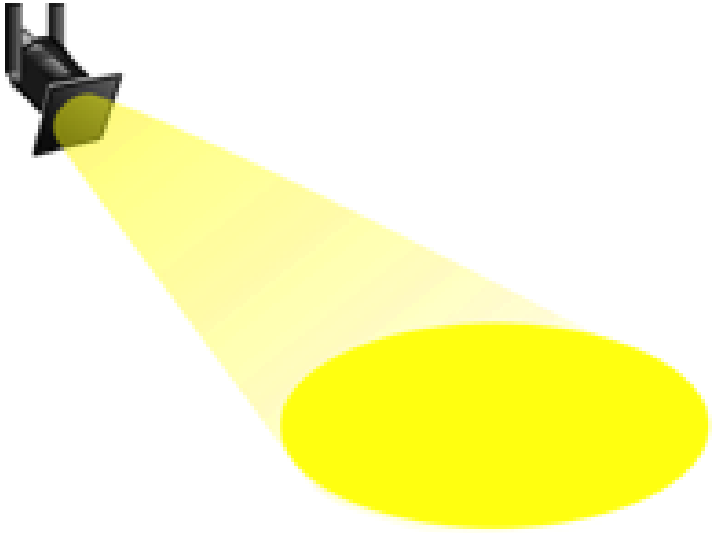
In the presentation, be clear about

- **What's in for them**
  - Business context
  - Why this will deliver business success
- **What we want your agreement to today**
  - 3 key asks
- **Next steps**
  - What you will do next
  - What they will see next



Eye on the Bulls-Eye

On the day, handle challenging questions well



In the big meeting, all questions welcome

They want to be part of the solution, so:

Don’t get defensive, blag or waffle

Do:

- Do your homework
- Welcome the question
- Pause
- Answer succinctly
- Admit it when you don’t know
- Clarify you’ve answered

Keeping senior stakeholders on-board

Once results start coming in, address issues and manage risks as soon as they come up, and keep the senior team regularly updated

Why is it important?

To deliver what's been promised as

- Scarce resources mustn't be wasted
- Any issues should be quickly fixed
- It's imperative to maintain confidence

How do teams demonstrate this?

- Summarise and circulate agreements
- Lay out what's happening when
- Track what's happening ruthlessly
- Report to senior stakeholders regularly outlining any issues and how to fix them

