



INSIDE THE MARKETING & BUSINESS DEVELOPMENT CIRCLE

TRENDS

Inside the Marketing & Business Development Circle

This resource offers a behind-the-scenes look at how members of the Boomer Marketing and Business Development Circle work through real challenges together. It's a snapshot of the thinking, questions and peer insights that drive better decisions.

The moment that triggers the conversation

"We're adding headcount, but I'm not sure we've defined the right roles."

"Our team does everything—content, proposals, events, strategy. Prioritization feels impossible."

"Marketing and business development are still separate... but that's starting to break down."

"We need to hire, but I'm not even sure what the role should be—or what to call it."

At a recent Boomer Marketing and Business Development Circle meeting, this tension surfaced quickly. As members shared updates—rebrands, CRM transitions, outbound strategy, new service launches—a clear pattern emerged: **Expectations are evolving faster than team structures.**

When the group moved into the Ask Your Peers session, one question rose to the top: What new roles are firms creating as marketing and growth functions evolve—and which skills are hardest to hire for right now?

That's where the real conversation began

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What's changing: Trends Circle members are reacting to

Members of the M&BD Circle are marketing, growth and business development professionals from forward-thinking firms around the country. They're seeing signals.

The line between marketing and growth is blurring, and firms are restructuring around it

Historically, marketing handled content and brand, while business development owned client relationships and new revenue. But those boundaries are shifting. Strategy, outreach and execution overlap. Growth is a holistic, cross-functional mandate. Legacy role definitions no longer fit.

The generalist is under pressure

According to the 2025 Content Marketing Career and Salary Outlook, 76% of marketers say they need to master specialized or niche skills to remain relevant in the face of modern technologies, including AI. Specialists are more valuable, but most small and mid-sized firms can't afford them. This creates tension in how they hire and structure their marketing functions.

AI is creating new roles and making some old ones easier to outsource

AI is reducing the burden of content creation, freeing up over five hours per week for the average marketer, while improving speed and quality. That shift is creating space for higher-value roles like AI orchestration, brand voice management, and strategy.

This frees up capacity for higher-value work and opens the door to new roles focused on AI agent development, brand voice management and strategic orchestration. At the same time, it raises questions about where to invest human talent.

Shifts redefining growth strategy in accounting firms

Circle members rarely jump to solutions. Instead, they challenge each other to ask better questions, like:

- Is our current structure built around what we need to do, or around who we already have?
- Are we trying to hire a role, or are we trying to solve a problem? Do we actually need to hire?
- If we added an industry marketing lead, where do they report and who decides their priorities?
- Where does the proposal process live, and who owns accountability for quality and turnaround?
- What does our team actually spend time on today, and what should we stop doing?

These prompts shift the conversation from “we need more headcount” to “we need to be intentional about what we're building and why.”





Why this works better in a peer community

Leaders can work through these challenges on their own—but inside a Circle, they gain traction faster.

When members share how they've structured teams or navigated change, others don't just hear ideas—they understand the tradeoffs, the challenges, and what to expect before they start.

They learn what worked, what didn't, and what they'd do differently.

That kind of insight doesn't come from theory. It comes from peers who've already done the work.



What effective growth leaders do differently

A few patterns emerge across firms handling this shift well.

1. **Separate marketing from growth.** Execution and pipeline aren't the same. The functions collaborate but when they're blended, priorities blur and generalists burn out.
2. **Define roles by outcomes, not titles.** Clarity on ownership and decisions comes before hiring.
3. **They build structure before they scale.** Proposal workflows, BD-to-marketing handoffs, and shared accountability systems are in place before adding headcount, so growth doesn't create chaos.
4. **They leverage offshore talent strategically.** Execution and production scale globally, while strategy and relationship-building remain in-house.
5. **They create shared accountability for growth.** Revenue isn't isolated to one role or team, it's embedded across the organization.

See how the conversation unfolds

This is how the Boomer Marketing and Business Development Circle works. Members bring real challenges into the room, learn from peers who've already overcome them and leave with clearer direction. This process helps them make better decisions, faster.

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