



Marketing and Business Development for Lawyers

5.0 MARKETING AND BUSINESS DEVELOPMENT FOR LAWYERS

5.1 BUILDING YOUR PROFILE

Traditional marketing techniques are giving way to strategies that are designed with modern clients in mind. Today the large majority of buyers of legal services are mostly using online sources of information.

There are many different marketing techniques both online and offline. Major offline examples include industry and association functions and conferences, networking and in-person speaking engagements. Key online techniques include a firm's website, ongoing search engine optimization efforts, and industry webinars.

Taken together, online and offline marketing techniques allow you to reach decision makers and influencers wherever they may be. Traditional, offline networking has been an important part of the legal industry for some time, but these days crucial relationships are forged more and more often through social media like LinkedIn.

Speaking engagements and seminars have long served as platforms for industry leaders to share ideas and vision with the industry. Today the Internet allows these ideas to reach a wider audience through webinars and blogs.

So, which techniques are the most important for building a powerful reputation?

1. SPECIALISATION AND NICHE MARKETING

Many of today's fastest-growing practices tend to be specialists in a carefully targeted niche – an area of the industry they understand *thoroughly*.

Specialisation impacts every aspect of a practice, from the audiences you target to the messages you craft. Specialisation makes marketing efforts easier, because it tends to define exactly what you do and distinguish you from the competition.

Often, specialization forms the basis of a firm's competitive advantage. If you understand a very particular slice of the marketplace better than anyone else, then you're best equipped to recognize what matters to them and speak to their needs. Specialisation is perhaps the most powerful differentiator.

2. VISIBLE EXPERTS

Visible Experts are exactly what they sound like: high-visibility experts in your industry, leading figures who advance big ideas and draw clients through the sheer power of their names. These highly visible experts generate more leads, command significantly higher billing rates, and close sales more easily.

Many firms have experts, but often they're not widely visible, and there's no focused plan to increase their visibility.

There are proven strategies for building an expert's profile. Look for platforms to educate audiences, whether through books or blogs or webinars or published articles. Look also for Awards or other third recognition that provides evidence of your expertise.

3. BLOGS AND ARTICLES

There are two sides to blogging: maintaining your own firm's blog, and also blogging on other people's sites. The same goes for articles, which you might write for your own firm's publications or outside industry publications.

Blogs and articles are platforms through which you can project your firm's particular expertise, way of thinking, and problem-solving acumen. It's a chance to demonstrate your relevance to your target audience and show them your qualifications as an expert. There is also a second key benefit to blogging. It is an excellent way to increase the drawing power of your website. The search engines look for fresh content on your website. They also highly value content that is linked to by other sites. A robust guest blogging program coupled with engaging content on your own site is a great marketing technique to deliver these twin benefits. This is also why blogs and articles are an important part of any effort to cultivate Visible Experts – not to mention a cornerstone of online marketing.

4. OPTIMISE YOUR ONLINE PROFILE

SEO is really an umbrella term for a variety of techniques designed to make sure you, and your content, gets in front of the right audiences. And one of the most important of those strategies is to ensure that your content really *is* valuable. You must develop well-written content that is truly useful to your specific target audience.

Along with content you should explore ways to ensure your profile is optimized. For example, register yourself on social media platforms such as Google+, Twitter, and Pinterest.

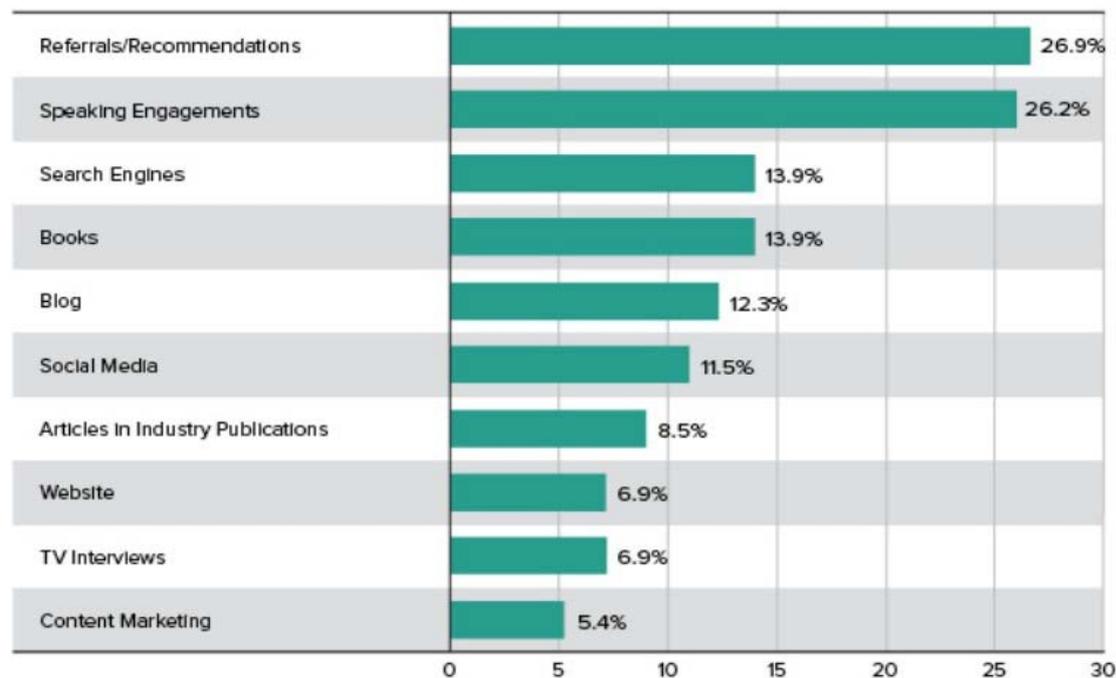
5. DEVELOP A SIGNATURE PIECE OF CONTENT

When a firm produces an authoritative work on a topic in your industry, it is a major source of credibility for the authors and the Firm.

Forms of signature content might include a major research study that is relevant to your audience or a significant ‘best practices’ guide.

6. SPEAKING ENGAGEMENTS

Top 10 Lead Sources Named by Visible Experts™



Speaking engagements are one of the most powerful lead generating techniques of high-visibility experts – and a great way to build one’s reputation. Speaking engagements confer credibility and often put you in front of a highly-targeted audience, presenting an excellent opportunity for generating leads.

7. INDUSTRY EVENT PARTICIPATION

Much like speaking engagements, industry events are a great way to get a high concentration of potential clients all in one place at same time. One of the major advantages of industry events is that they allow organisations to come together around a common theme. This means your audience can be very targeted.

At an industry event, you can share content, network, and connect with other professionals. By choosing (or organizing) the show strategically, you keep your cost---per---interaction low, engaging closely but also efficiently with many potential clients in a short span of time.

The keys to success are careful targeting, planning, and follow---through. Done right, these events are a lot of work, but yield a lot of reward.

5.1.1 MANAGING YOUR PERSONAL BRAND

What clues or attributes suggests someone has a strong brand / good reputation?

TEN IDEAS FOR BRAND BUILDING:

1. Build your personal brand before you need it
2. Give and get a lot of help
3. Leverage all your projects
4. Practice patience
5. Protect the four cores of your credibility
6. Say 'Yes' more often
7. Be comfortable with being uncomfortable (especially in networking)
8. Use social media but follow through with personal interactions
9. Your personal appearance makes a significant difference especially when you are not known
10. Remember the platinum rule: Treat others the way they would like to be treated.

Social Media Rule: Never write anything you'd be afraid to see on the front page of a newspaper.

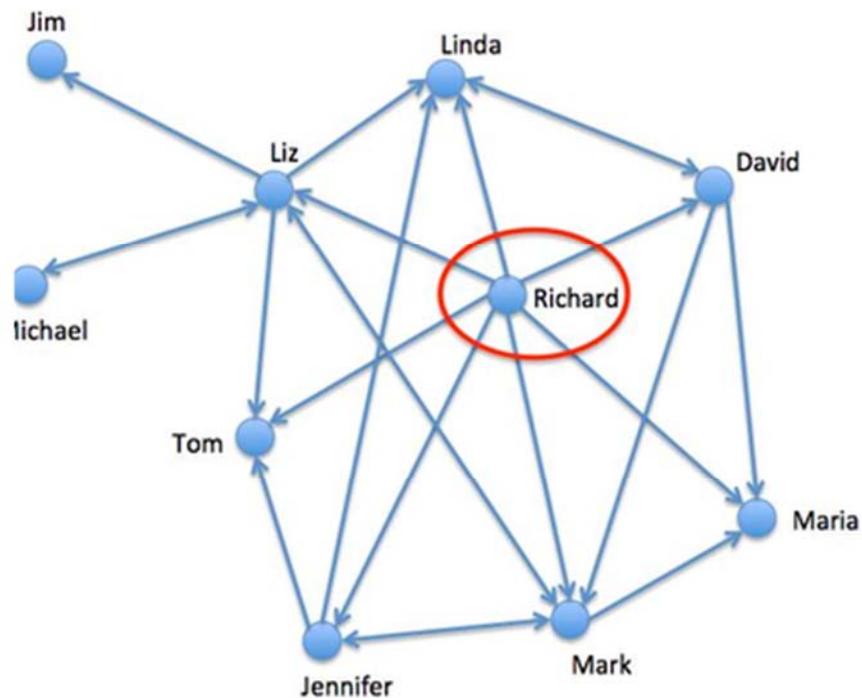
5.2 DEVELOPING A NETWORK THAT ADDS VALUE TO YOUR PRACTICE

5.2.1 BUILDING NETWORKS THAT WORK

(A) COHESIVE NETWORKS

The people in your network are connected to one another. This builds trust and mutual support.

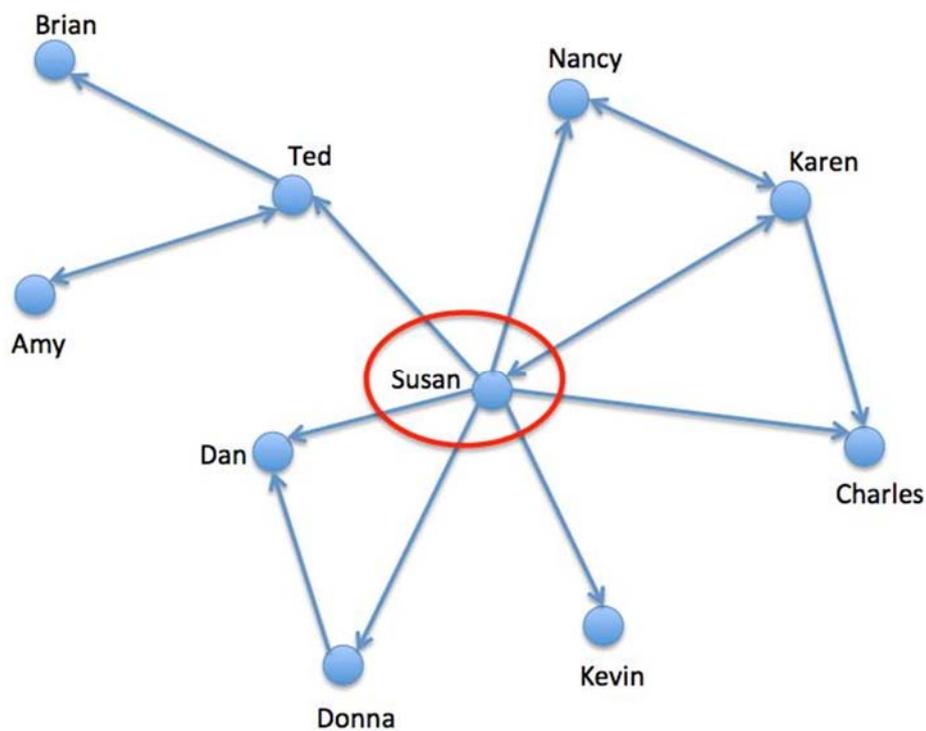
- Example: Networks within Nexia



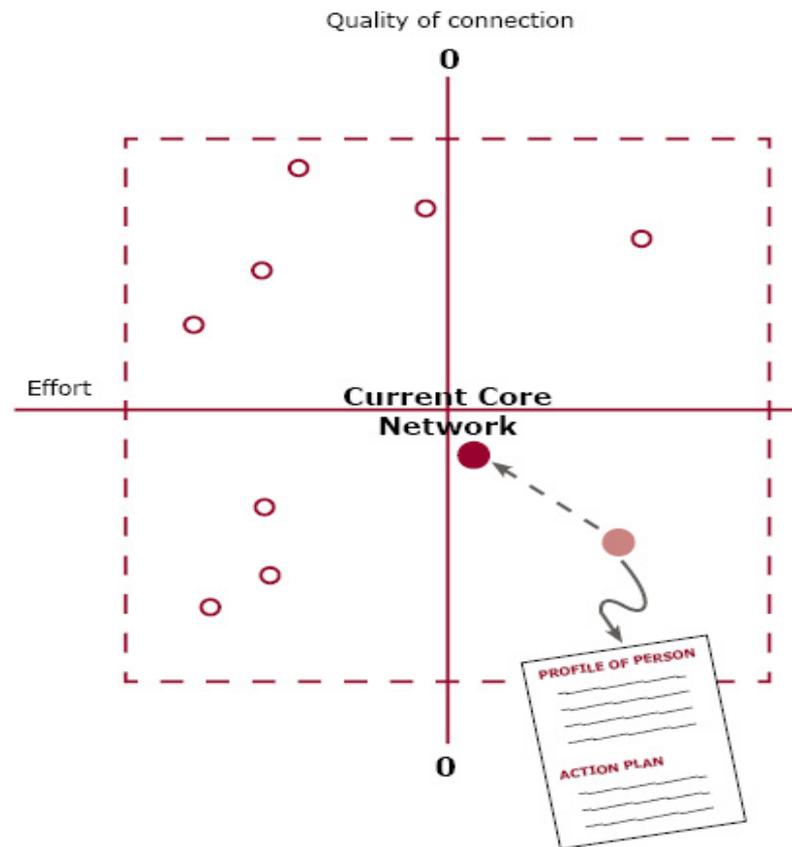
(B) BRIDGING NETWORKS

Your network contacts are not connected to one another – you are the bridge between disparate individuals and groups.

- Example: Networks with clients, associations, university alumni, community or special interest groups



5.2.2 WHERE IS THE CORE OF YOUR NETWORK?



10 X MEASURES OF 'QUALITY' OF A CONNECTION

1. Generalised reciprocity (How confident of repayment for help given?)
2. Level of influence this person has in the business networks in which you are interested
3. How likely are you to turn to them as a sounding board or for advice?
4. How generous are they about sharing opportunities or information with you?
5. What is their decision-making authority?
6. Quality of information they are willing to share
7. Quality of work or referral opportunities shared
8. Ability to give opportunities / referrals because of formal role
9. Degree to which opportunities are located within the person
10. How well they understand your needs

5 X MEASURES OF 'EFFORT' OF A CONNECTION

1. Level of comfort / confidence to make uncertain requests
2. Level of openness to new ideas / opportunities
3. Level of cooperation with others
4. Time required to maintain relationship
5. Preferred contact style

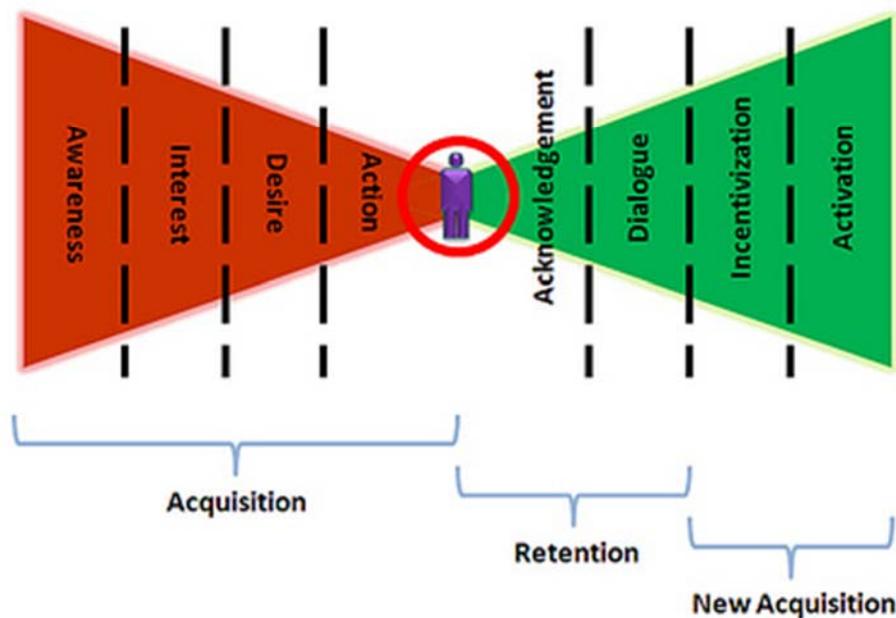
HIGH QUALITY / LOW EFFORT CONNECTIONS	LOW QUALITY / HIGH EFFORT CONNECTIONS
<p style="text-align: center;">Aim: Acknowledge, value</p>	<p style="text-align: center;">Aim: Simplify or 'de-layer'</p>

DISCUSSION: WHAT IS YOUR NETWORK MAP TELLING YOU?

1. Are there people within your network that you should spend less time with? For example, clients who were important in the past but have different needs now?
2. Is your network overloaded? Are you over reliant on certain people or are there people you are not using sufficiently?
3. Is there a balance between new contacts and established relationships?
4. Is your network alerting you to opportunities as well as potential problems?
5. Reflect on 'what if' kinds of questions to help open up your thinking and identify new ways you can tap into your network to extend work opportunities.

5.3 ASKING FOR RECOMMENDATIONS AND REFERRALS

The New Integration: Traditional Funnel meets Flipped Funnel



© "Flip the Funnel: How to use existing customers to gain new ones" (2010, Wiley) by Joseph Jaffe

5.3.1 PLANNING YOUR CONVERSATION

Timing is everything.

A) Clients for whom you have completed a project in the last 30 days

-
-
-

B) Referral sources

-
-

C) Networks: Who have you helped?

5.3.4 ASKING FOR A REFERRAL

1. Help your contact understand the one or two types of work / sectors / challenges you really enjoy working on. Link it to the work you've been doing with them.
2. Ask your contact if they know someone who faces similar situations / problems / needs for legal services
3. Be specific about who you can help. For example, by job title or area of responsibility ("The person in charge of facilities")
4. Share your goals for building your practice.
5. Let your contact know that you would be happy to help their friend / colleague/contact and that you will personally ensure you will look after them.
6. Ask your contact if it's OK to call their friend / colleague/contact next week and mention their name by way of introduction.

5.3.5 RECOGNISING & REWARDING REFERRALS

Ideas:

5.4 IDEAS FOR PROACTIVE SERVICE

Reducing the effort a client must make when working with you increases the likelihood that they will use you again, increases the amount they may spend (decreases price sensitivity) and speak positively about you. In other words – reducing effort increases the likelihood that clients will become more loyal.

Consider the pathway a client takes when working with you – from setting up the first meeting to post delivery. At each stage of the pathway look for an opportunity to reduce effort required by the client.

Setting up a meeting:

Gathering information:

Reporting on progress:

Providing deliverables:

Following up:

IDEAS FOR ACTION

