



**CLIENT SERVICES**  
**LEADERSHIP DEVELOPMENT**  
**COMPETITIVE INTELLIGENCE**  
**CRISIS COMMUNICATIONS**  
**SOCIAL MEDIA**      **PUBLIC RELATIONS**  
**SPEAKING/PRESENTING**  
**BUSINESS DEVELOPMENT**  
**WEBSITES**      **MARKETING**

# ***LAW FIRM MARKETING LEADERS***

*Tips from a Collection of Experts.*

Published and Compiled by  
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## TABLE OF CONTENTS

|  |           |
|--|-----------|
| <b>INTRODUCTION</b>  | <b>3</b>  |
| <b>CAPTURING THE MEDIA'S ATTENTION</b><br><i>Cheryl Bame</i>                                 | <b>4</b>  |
| <b>REPUTATION [BRAND] MANAGEMENT</b><br><i>Jonathan R. Fitzgarrald</i>                       | <b>5</b>  |
| <b>REVENUE-FOCUSED LEADERSHIP</b><br><i>David H. Freeman, J.D.</i>                           | <b>6</b>  |
| <b>LEVERAGING COMPETITIVE INTELLIGENCE</b><br><i>Patrick Fuller</i>                          | <b>7</b>  |
| <b>OWN THE LEADERSHIP POSITION</b><br><i>Brian Hemsworth</i>                                 | <b>8</b>  |
| <b>CLIENT/CUSTOMER SERVICE</b><br><i>Laura Meherg and Nathaniel Slavin</i>                   | <b>9</b>  |
| <b>WEB SITE MARKETING</b><br><i>Jeffrey Morgan</i>   | <b>10</b> |
| <b>SOCIAL MEDIA AND SOCIAL NETWORKING</b><br><i>Heather Morse-Milligan and Jayne Navarre</i> | <b>11</b> |
| <b>BRAND MATTERS</b><br><i>Timothy O'Brien, Esq.</i>   | <b>12</b> |
| <b>CRISIS COMMUNICATIONS</b><br><i>Crystal L. Rockwood</i>                                   | <b>13</b> |
| <b>POWERFUL PUBLIC SPEAKING</b><br><i>Deborah Shames and David Booth</i>                     | <b>14</b> |
| <b>MAKING YOURSELF MORE MARKETABLE</b><br><i>Jean Sinatra</i>                                | <b>15</b> |
| <b>PROMOTE YOUR BUSINESS WITH THIS BOOKLET</b>   | <b>16</b> |

## INTRODUCTION

Legal marketing is not a spectator sport. Active participation is the price of admission to be considered a viable contender. The winning team will be comprised of seasoned players who are skilled at and capable of arriving at the desired destination first.

Whether you are an attorney responsible for the marketing program at your firm, a solo practitioner accountable for driving your own marketing efforts, or a marketing or administrative professional tasked with implementing and managing a sophisticated program, the experienced professionals profiled in this book are well positioned to support your efforts at any yard line. The proven tools and techniques comprised herein, from some of the industry's foremost thought leaders, will provide you with current, practical marketing-related insights to get you started or supplement your existing program.

From developing a memorable personal brand or successfully interfacing with the media, to attracting and retaining clients and recruits or launching a website, this book will provide you with resources that are not more than you need, just more than you expected.

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## CAPTURING THE MEDIA'S ATTENTION

- 1 Be proactive.** Target one or two reporters who write about your industry, service, or products. Call or email with a story idea or suggest yourself as a source. Invite them out for coffee or lunch to develop a relationship.
- 2 Realize that not everyone needs a news release.** If you have “hot” news for a reporter or you want to make an announcement, many times an email with the pertinent information will be as successful as a news release.
- 3 Get Linked In through LinkedIn.** LinkedIn can be a great resource to find reporters to update a media list. Often times, a LinkedIn profile for a reporter or editor is more up-to-date than a traditional media database service.
- 4 Write an article.** A great way for professionals to establish themselves as industry experts is to write an article. Consider what your target audience reads, then suggest an article idea to an editor. When it is published, send it to reporters who cover your industry as a perfect introduction.
- 5 Vary your PR tactics.** From speaking engagements to social media, there are now many more tools to generate name recognition. Utilizing them all will generate more exposure than ever before.

A former television news journalist, Cheryl Bame now devises public relations campaigns that gain her clients name recognition and new business.

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## REPUTATION [BRAND] MANAGEMENT

- 1 Identify Your Brand.** What is the one word or phrase someone would use to describe you? Resourceful? Dynamic? Informative? Identify a strength of value to your target market and make it your brand.
- 2 Promote Your Brand.** What are you doing to promote your brand? Choose at least one activity that demonstrates your brand (and thus your ability to add value) and perform it regularly.
- 3 Manage Your Brand.** It takes one quarter of one second for someone to form an opinion about you. Because 80 percent of people are visual, their opinion of you is going to be based on what they see--how you dress, your non-verbal actions, how you treat others, etc. Strive to be exact with those things over which you have total control.
- 4 Gain a Competitive Edge.** There are two reasons why you're not where you want to be; either you're not in front of the right people or your personal brand doesn't sell. A powerful brand gives you the competitive edge to distinguish yourself among those who can positively influence your life.
- 5 Be Likeable.** Business is based on relationships. We are drawn to those individuals who make us feel special and enrich our lives. Acquire those traits --outgoing, upbeat, engaging, friendly, and resourceful -- that draw people to you and want to work/associate with you.

Jonathan R. Fitzgarrald advises law firm management on strategic ways to drive profitability and market visibility. He has also held senior-level communications positions at public and private companies and was a news anchor.

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## REVENUE-FOCUSED LEADERSHIP

- 1 Develop an entrepreneurial culture.** Firms looking to prosper must create environments that allow talent to blossom. Harness personal passion, encourage new ideas, and allow people to take risks.
- 2 Create a solid plan.** Provide a vision of a better future and encourage your group to devise a plan for achieving it. Collaboratively develop specific goals, measures of progress and success, action steps, deadlines, and personal accountability.
- 3 Improve Communication.** Three populations must learn more about your group: 1) Other practice groups in your firm; 2) Other clients of the firm who are not using your services; and 3) Potential clients and referral sources who need to be convinced to use your group.
- 4 Build highly effective teams.** All things being equal, teams accomplish more than individuals. Encourage team-based activity within your practice group, between groups in your firm, and with clients.
- 5 Practice relentless implementation.** What gets managed gets done. Break big projects into smaller action steps and hold people accountable for completion. Get agreement on deadlines and develop a reporting system to track progress.

David H. Freeman, J.D., is a highly regarded law firm leadership trainer and coach who has helped thousands of lawyers improve their leadership and business development skills in well over 100 firms worldwide. He was co-chair of the 2010 Legal Marketing Association Annual Conference, was on the Board of Editors of Marketing the Law Firm, he has written a booklet entitled Weekly Reminders for Revenue-Focused Leaders, and he has developed a powerful new personal rainmaking system for lawyers.

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## LEVERAGING COMPETITIVE INTELLIGENCE

- 1 Benchmark your firm.** Put legal context around analytics, such as demand, rates, productivity and expenses to see how your firm measures up against competitors. Proper analysis can facilitate questions that power the differentiation of your firm's messaging.
- 2 Dig deeper.** Leverage an ERM/CRM system to find relationships the firm has with clients who can yield valuable information not provided by public information sources.
- 3 Know your threats.** Consistently analyze market share and conduct macro-analysis of your firm's top 150 clients to proactively identify at-risk clients due to mergers and expansions.
- 4 Question the answers.** Proper competitive intelligence should produce the one question that no one else is asking. Use the analysis to formulate powerful, open-ended and unique questions that show an understanding of a client/prospect and their business.
- 5 Leverage your core assets.** Compliment competitive intelligence practices with an experience management database to help in pitch preparation and benchmarking. Leverage existing relationships to open doors for opportunities discovered as a result of competitive intelligence.

Hubbard One is the leading provider of marketing, business development and information technology for law firms. We offer a comprehensive set of innovative solutions to enable marketers, business developers and technologists to deepen market knowledge, generate new business, strengthen relationships and maximize information. For more information, visit [www.hubbardone.com](http://www.hubbardone.com).

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## OWN THE LEADERSHIP POSITION

- 1 Become a leader and then market like one.** Everyone likes to hire a leader. What truly unique and valuable position does your firm own? Carefully sculpt your leadership message and then shout it from the mountaintops.
- 2 Communicate up-market, not down.** Your website, firm brochure, and all promotional pieces should make you look a little larger in size and stature, not smaller. Also, don't scrimp on the quality of your marketing pieces. If you don't project a quality image, clients won't refer others to you.
- 3 Speak to clients' needs more than your capabilities.** In legal marketing communications, potential clients need to know that you understand their issues. Spend more time talking about their wants, needs, and solutions to their problems, and less time about your own capabilities.
- 4 Make your marketing Clear, Concise, and Consistent.** This is called the "3 C's of marketing." Let potential clients know who you are, what you do, and why you're right for them. Make sure to unify this message online, in print, and in person.
- 5 Create a marketing "secret weapon."** Find or create something truly unique about your firm. It might be a skill, process, or tool that you have that no other firm does. Make sure clients understand its value.

Brian Hemsworth is the president of Newman Grace Inc., one of Southern California's leading consulting firms specializing in professional services marketing. In addition to firm marketing and branding, Newman Grace has personal marketing training and tracking programs for partner-level as well as associate-level attorneys.

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## CLIENT/CUSTOMER SERVICE

- 1 Under promise and over deliver.** When you manage your client's expectations, you will never disappoint them. Clients don't like surprises unless they are good surprises and bad news never gets better with time.
- 2 Ask how you are doing.** Being "satisfied" doesn't help you stand out from the crowd and doesn't motivate your clients to want to grow their relationship. And when you ask, you are making a promise that you will follow up and deliver.
- 3 Find out what your client values most.** Every client has a "best" and "worst" experience. By talking about those experiences you can always do the best for your client.
- 4 Differentiate by meeting individual client needs.** Every client is different and wants to be treated that way. If you know your client, this comes naturally.
- 5 Be prepared for any client interaction.** Clients want to feel like they are the only client you have, even when they aren't. Make sure you do homework and know what's going on in your client's world.

Laura Meherg and Nathaniel Slavin implement client feedback programs for law firms and other professional service firms. They also help their clients better serve their clients by helping them to learn how to act on the feedback.

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## WEB SITE MARKETING

- 1 Integrate web sites with business plans.** A web site is not an independent marketing tactic. Integration with your marketing and business development strategies is critical to success, helping to maintain a consistent brand message throughout all firm communications.
- 2 Incorporate a Search Engine Optimization (SEO) plan.** Every law firm desires increased traffic to their site. Thoughtful SEO strategies using intuitive URLs, videos, blogs and content keywords attract targeted visitors to your web site.
- 3 Use non-proprietary software; a secure and affordable technology.** Proprietary software requires firms to pay hefty licensing fees for a site's backend development. Non-proprietary software like Drupal (<http://www.drupal.org>) has no licensing fees. These platforms allow designers and developers the ability to build sophisticated and engaging law firm web sites targeting key audiences.
- 4 Build a mobile compatible site for clients searching the Internet.** Mobile marketing via PDAs, iPhones and Blackberries is how business executives search the Internet today. Having a mobile-friendly site that reaches this influential business audience is a must have.
- 5 Develop fresh content continually for your web site.** The current, relevant content is what attracts existing and prospective clients to your site. Content is king online and relevant content keeps your firm's web site top-of-mind with target audiences.

Jeffrey Morgan has more than 25 years of experience working with professional service firms on branding, marketing communications, business development and web site strategy. He is a Principal with Moiré Marketing Partners, a strategic branding and communications agency specializing in the success of professional service firms, helping your law firm thrive is our only goal.

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## SOCIAL MEDIA AND SOCIAL NETWORKING

- 1 Focus on developing relationships by being transparent and authentic.** Clients hire those they know, like and trust (thanks, John Remsen). Become a trust agent by being human, willing to start and contribute to conversations. Give credit where credit is due.
- 2 Translate your current marketing and business activities INTO the social media mix.** Blog = newsletters, client alerts, press releases. Twitter = industry trade shows/public square. LinkedIn = supercharged Rolodex and professional groups/associations. Facebook = holiday party at your house.
- 3 Stay nimble.** The social media mix constantly evolves, and one size will never fit all. Find out what works for YOU! Test new applications to see if they work for your purposes, and keep an eye out for new developments.
- 4 Link your name AND your content to optimize search results for both branded and non-branded keywords.** Reciprocate links to others' blogs and gain viral distribution for your content. Start or contribute to keyword-focused conversations and watch your online footprint grow.
- 5 Promote your practice and build your business while maintaining respect for professional ethics.** Remember that content controls ethics, not the vehicle. Avoid commercial speech that "beckons business," compromising confidences, or misrepresenting the facts in any way.

**Heather Morse-Milligan** is director of marketing for a mid-sized litigation boutique where she supervises all marketing and business development activities for the firm, including the firm's blogs, Twitter and LinkedIn accounts. A frequent speaker on legal marketing and social media, Heather personally blogs at:

[www.legalwatercoolerblog.com](http://www.legalwatercoolerblog.com)

**Jayne Navarre** helps law firms build brand and communication strategies that leverage Web technologies to reach their business development and marketing goals. Find her at:

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and  
[www.virtualmarketingofficer.com](http://www.virtualmarketingofficer.com)

## BRAND MATTERS

- 1 Reduce your value proposition down to one single concept.** Make that concept the one your target audience is hungry for (e.g. visibility, more efficient, reliable).
- 2 Realize that your platform is only as good as the people you have representing you in the marketplace.** Choosing wisely ensures good representation and a strong platform.
- 3 Keep moving forward rather than getting bogged down in the pursuit of perfect.** This applies whether it be crafting your message or delivering your services. Positively good is good enough.
- 4 Understand there are only two reasons why you are not where you want to be in your business:** 1) you are not in front of the right people or 2) you are and they don't like you
- 5 Know the difference between marketing and sales.** Marketing is about long range strategic planning and execution which will produce results down the road. It is not sales, which is about closing business today because you need it in order to keep the lights on.

The Personal Branding Group is a full-service personal branding firm specializing in teaching leaders and decision makers how to position and market themselves as The Person to See™ with their target audiences.

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## CRISIS COMMUNICATIONS

- 1 Assess the situation's impact.** Determine how your clients, colleagues, staff, donors, and vendors might receive the news and what strategic assurances they need to remain loyal.
- 2 Build your message on truth.** Decide what will be shared with each audience, when it should be released, which delivery method will be used (in person, email, telephone, advertising, etc.) and the best messenger(s).
- 3 Play devil's advocate.** Ask yourself the hardest, most sensitive questions that a negative reporter might ask. Develop answers and say them out loud until you can confidently deliver the news with ease and credibility.
- 4 Obey the rules of media engagement.** Respect the deadline and the reporter's job. There is always a way to respond even if you have nothing new to say. Get media training now so you know what to do when an interview heads south.
- 5 Drop the anchor now.** Whatever storm is coming, whether a popular partner is about to leave, or your firm is cutting a practice group, start issuing counter news to strategically cushion the firm for the day the bad news hits.

Negative publicity can arise from anywhere from new competition, work-force reductions, lawsuits, investigations, mergers and acquisitions, disgruntled employees, even from economic or political events. Rockwood Communications Counsel knows crisis situations from battling them on the front line. They've trained thousands in media relations. They specialize in building and repairing reputations using strategic blends of PR, Marketing, and Business Manners 2.0. For a stronger reputation, contact them today.

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## POWERFUL PUBLIC SPEAKING

- 1 Decide what you want to achieve.** Be brief and action-oriented, e.g. "I will convince X that our services are critical to their success." Do not say your intention out loud, but have it drive your talk.
- 2 Focus on your audience.** Use specific examples of their challenges and solutions you deployed. Make assumptions based on experience. Predict potential problems or opportunities.
- 3 Control the impression.** Display command presence. Employ justified movement supporting your content. Make eye contact. Allow your passion and personality to emerge, creating a positive impression or "blink."
- 4 Use client anecdotes to achieve your objective and move audiences.** Begin with Obstacle: what's at stake, time sensitivity. Solution: use active verbs, outlining your process. End with Benefit: including the resolution and Unexpected Benefit; or what the client will now do differently going forward.
- 5 Take charge.** Employ dramatic emphasis when finishing a presentation. Slow down, making every word count. Stand firm on your commitment. Inject your feelings or perspective for the strongest emotional component.

Deborah Shames and David Booth co-founded Eloqui, a Los Angeles-based business communication training firm. As field trained directors from the Entertainment Industry, Deborah directed TV and film; David was an actor and corporate spokesman. They also utilize Cognitive Science for how the brain processes information, and the latest research on Impression Management from Psychology.

They co-authored *Speaker Survival Guide*, *Briefly Speaking*, and most recently, *Own the Room; Business Presentations that Persuade, Engage, and Get Results*, published by McGraw-Hill in 2009. Eloqui serves law firm clients like Paul Hastings, Greenberg Glusker, and Milbank Tweed in business development, new client pitching, and presentation skills.

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## MAKING YOURSELF MORE MARKETABLE

- 1 Be prepared.** Imagine being asked in an interview why you chose four years ago to leave a top tier firm to work for one of lesser stature. Prepare the answer to this and other pressing, potential questions before the move. Cite three substantive reasons for each anticipated question.
- 2 Lead with confidence, courage, and class.** Be the stand-out whether leading the charge or as a team member. Time is better spent as an outstanding collaborator than a “bucking rogue.”
- 3 Position yourself as an expert in the legal community.** Start an innovative, members-only “think-tank;” host a small round-table of your peers; seek media opportunities; network with members of other professional associations. This distinguishes you from your competition.
- 4 Be memorable, not infamous.** Let someone else be remembered as the candidate who had difficulties answering questions with specificity, over-powering the room with fragrance, dismissing the receptionist (who was the managing partner’s niece), bringing an irrelevant portfolio, and/or promoting themselves not the value of their skills.
- 5 Get into champion fighting condition.** Identify your most esteemed contemporaries. Become familiar with their greatest strengths, industry credentials, education, professional experience, and reputation within the legal/business community. Now you are armed with the competitive intelligence necessary to compete against the best of them.

Jean Sinatra has been highly successful recruiting management professionals exclusively for law firm clients since 1990. She has over twenty years’ of experience and insight into the legal community, with trusted, long-standing professional relationships nationwide. She offers the best opportunities for the best firms, the top talent, and the most professional representation.

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