

TABLE OF CONTENTS

PART I

Preface	v
---------------	---

CHAPTER 1

Overview of Marketing in a Law Firm

§ 1.01	The Changing Environment.....	1-2
	[1] Competition.....	1-2
	[a] Number of Lawyers.....	1-2
	[b] Non-Lawyer Competition and Investment.....	1-3
	[c] Legal Process Outsourcing (LPO)....	1-5
	[d] “Do-it-yourself” (DIY) Options.....	1-6
	[2] Client Changes.....	1-6
	[a] Decision Making.....	1-7
	[b] Client Demands.....	1-7
	[3] Firm Size and Economics.....	1-8
	[4] Technology.....	1-10
	[5] Artificial Intelligence.....	1-10
	[6] Conclusion.....	1-14
§ 1.02	What Is Marketing?.....	1-16
	[1] The Marketing Concept.....	1-16
	[2] The Components of Marketing.....	1-17
	[a] “Product”.....	1-17
	[b] “Price”.....	1-18
	[c] “Place”.....	1-19
	[d] “Promotion”.....	1-20
	[3] Marketing Functions.....	1-21
§ 1.03	A Client’s View of the Law Firm.....	1-22.1
	[1] Quality.....	1-22.1
	[2] Client’s Evaluations of Legal Services ...	1-22.1
§ 1.04	The Marketing Process.....	1-22.3
	[1] Research.....	1-22.3
	[a] Primary Research.....	1-22.3
	[b] Secondary Research.....	1-23

MARKETING THE LAW FIRM

	[2] Segmentation	1-23
	[3] Positioning or Branding	1-24
	[4] Implementation	1-25
	[a] Internal Marketing	1-26
	[b] External Marketing	1-26
	[5] Measurement and Control	1-26
§ 1.05	The Institution vs. The Individual	1-28

CHAPTER 2**The Obstacles to Marketing in a Law Firm**

§ 2.01	Introduction	2-2
§ 2.02	Intangibility	2-3
	[1] The Negative Impact of Intangibility	2-3
	[2] Dealing with the Problem	2-3
	[a] Tangible Products and Qualities	2-4
	[b] Measurement	2-4
§ 2.03	Management and Administration	2-5
	[1] The Negative Impact of Current Management Practices	2-5
	[2] Dealing With the Problem	2-6
	[a] Leadership and Management Qualities	2-6
	[b] Committees	2-7
	[c] Tenures	2-7
	[d] Professional Administrators	2-7
	[e] Integrated Functions	2-7
	[f] Mission or Values Statement	2-7
§ 2.04	Individualism and Entrepreneurialism	2-9
	[1] The Negative Impact of Individualism and Entrepreneurialism	2-9
	[2] Dealing with the Problem	2-10
	[a] Internal Communications	2-10
	[b] Incentives	2-11
	[c] Mission and Leadership	2-12
§ 2.05	Marketing Information Systems	2-13
	[1] The Negative Impact of Poor Information Systems	2-13
	[2] Dealing with the Problem	2-14
	[a] Maintaining and Analyzing Information	2-14
	[b] Reporting Information	2-15
§ 2.06	Production Orientation	2-17
	[1] The Negative Impact of a Production Orientation	2-17

TABLE OF CONTENTS

xi

	[2] Dealing with the Problem	2-18
	[a] Recognition and Rewards	2-18
	[b] Education	2-20
	[c] Value-Based Billing	2-20
§ 2.07	Ethical Restrictions	2-22
	[1] The Negative Impact of Ethical Restrictions	2-22
	[2] Dealing with the Problem	2-23
§ 2.08	Conclusion	2-24

CHAPTER 3

Marketing Analysis and Planning

§ 3.01	Planning in the Law Firm	3-2
	[1] Benefits of Planning	3-2
	[2] Why Law Firms Do Not Plan	3-3
	[3] The Essentials of Planning	3-4
	[a] Information	3-4
	[b] Time	3-4
	[c] Partner/Management Support	3-4
	[d] Decentralized Decision-Making	3-4
	[e] Leadership	3-5
	[f] Willingness to Focus	3-5
	[4] A Mission or Vision	3-5
	[5] Marketing Planning Without a Firm-Wide Approach	3-6
	[a] Conflicting Directions	3-6
	[b] Limited Resources	3-7
	[c] Public Perceptions	3-7
	[d] Jealousy or Internal Competition	3-7
	[e] Lack of Control or Judgment	3-7
§ 3.02	The Marketing Planning Process	3-8
	[1] Planning Levels	3-8
	[a] Firm-Wide Plans	3-8
	[b] Office Marketing Plans	3-9
	[c] Department, Practice Area, or Niche Marketing Plans	3-9
	[d] Individual Plans	3-9
	[2] Approaches to Planning	3-9
	[3] The Process	3-10
	[a] Research and Analysis	3-10
	[i] Internal Analysis: Lawyer Perceptions	3-11

MARKETING THE LAW FIRM

	[ii] Internal Analysis: Statistical Information.	3-12
	[iii] External Analysis.	3-13
	[iv] Situation Analysis	3-13
	[b] Segmentation.	3-14
	[c] Identifying Planning Units.	3-16
	[i] Practice Area Marketing Planning.	3-17
	[ii] Industry/Niche Marketing Planning.	3-18
	[d] Situation Analysis.	3-19
	[e] Goals and Objectives	3-21
	[f] Strategies and Activities.	3-23
	[g] Action Plan	3-27
	[h] Implementation and Evaluation	3-27
§ 3.03	Conclusion	3-28

PART II**CHAPTER 4****Developing and Implementing a Law Firm Brand**

§ 4.01	Introduction	4-2
§ 4.02	Definition of a Brand.	4-3
§ 4.03	The Importance of a Brand.	4-4
§ 4.04	Difficulties in Creating a Brand in a Law Firm.	4-6
	[1] Individualism	4-6
	[2] Organizational Structure and Management.	4-6
	[3] Short-Term Time Horizon	4-6
	[4] Historical Complacency	4-7
	[5] Intangibility	4-7
	[6] Names	4-7
	[7] Ethical Restrictions	4-8
§ 4.05	Developing a Law Firm Brand	4-9
	[1] Internal Analysis	4-9
	[2] External Analysis	4-9
	[3] Vision or Positioning Statement.	4-10
	[4] Living the Brand.	4-11
	[a] Name.	4-11
	[b] Graphic Representations.	4-12
	[c] Tagline.	4-12
	[d] Marketing Activities.	4-12

TABLE OF CONTENTS

xiii

	[e] Personnel	4-13
	[f] Offices	4-13
	[g] Procedures or Policies	4-13
§ 4.06	Conclusion	4-14

CHAPTER 4A

Selecting Marketing Strategies and Ethical Considerations

§ 4A.01	Introduction	4A-2
§ 4A.02	Internal vs. External Activities	4A-4
	[1] Internal Marketing Activities	4A-4
	[2] External Marketing Activities	4A-4
	[3] Selecting an Activity	4A-4
	[a] What Is the Firm's Objective?	4A-5
	[b] Who Is the Firm Trying to Reach?	4A-5
	[c] What Does the Firm Want to Communicate?	4A-5
	[d] What Will Be the Most Effective Medium?	4A-6
	[e] How Will the Firm Evaluate the Activity?	4A-6
	[f] How Will the Firm Follow Up?	4A-7
§ 4A.03	Measuring the Return on Your Marketing Investment	4A-8
	[1] The Measurement Process	4A-9
	[a] Establishing Objectives	4A-9
	[b] Setting Benchmarks	4A-11
	[c] Tracking and Measuring	4A-12
	[2] Examples in Measuring ROI	4A-12
	[a] Construction Practice Marketing Initiative	4A-12
	[b] Proposals	4A-13
	[c] Client Satisfaction Program	4A-13
	[d] Seminar	4A-13
	[3] Case Study in Measuring ROI	4A-13
	[4] Conclusion	4A-14
§ 4A.04	Ethical Considerations	4A-15
	[1] Significant Decisions	4A-15
	[a] <i>Bates</i>	4A-15
	[b] <i>Zauderer</i>	4A-16
	[c] <i>Shapero</i>	4A-16
	[d] <i>Peel v. Attorney Disciplinary Commission of Illinois</i>	4A-16

MARKETING THE LAW FIRM

	[e] <i>Went For It, Inc.</i>	4A-16
[2]	Highlights of Ethical Constraints	4A-17
	[a] Misleading and Deceptive Advertising and Testimonials	4A-17
	[b] Solicitation	4A-17
	[c] “Specialist” or “Expert”	4A-18
	[d] Confidential Information	4A-18
[3]	Practical Implications of Ethical Rules	4A-18
	[a] Direct Communications	4A-18
	[b] Testimonials and Past Results	4A-19
	[c] Email and Text Messages	4A-20
	[d] Advertising	4A-21
	[e] Written Materials	4A-21
	[f] Proposals and Presentations for Business	4A-21
	[g] Newsletters, Substantive Briefings and Alerts	4A-22
	[h] Websites and Domain Names	4A-22
	[i] Case Studies and Client Matters	4A-23
	[j] Seminars and Webinars	4A-24
	[k] Ratings and Directories	4A-24
	[l] Taglines, Trade Names and Logos.	4A-25
	[m] Referral Services/Lead-generation Sites.	4A-26
	[n] Photographs and Video	4A-26
	[o] Social Media and Outside Websites.	4A-27
	[p] Blogs and Twitter.	4A-29
	[q] Outsourcing.	4A-30
	[r] Non-lawyer Ownership and Fee Sharing.	4A-30
	[s] Alternative Fee Arrangements (AFAs)	4A-31
	[t] Technological Competence	4A-31
[4]	Conclusion	4A-31

CHAPTER 5**Client Relationship Management, Enterprise Relationship Management and Experience Management Systems**

§ 5.01	Introduction	5-2
§ 5.02	Client Relationship Management (CRM) and Enterprise Relationship Management (ERM) Systems	5-4
[1]	Benefits of a CRM or ERM System	5-4

TABLE OF CONTENTS

	[a]	Identifying and Leveraging Relationships	5-4
	[b]	Immediate Access	5-5
	[c]	Contact Information and Records	5-5
	[d]	Data Mining	5-5
	[e]	More Effective and Cost-Effective Marketing	5-6
	[2]	Needs and Considerations in Developing a CRM or ERM System	5-6
		[a] Sensitivity to Sharing Information	5-7
		[b] Ease of Use	5-7
		[c] Accessibility and Compatibility	5-7
		[d] Ability to Integrate Client Financial Records	5-8
		[e] Who Has Access	5-8
		[f] Who Maintains the System	5-8
	[3]	Getting Started	5-8
		[a] Evaluating Information Needs	5-9
		[b] Evaluating the Options	5-10
		[c] Collecting Information and Populating the CRM	5-10
		[i] New Matter/Client Intake Process	5-11
		[ii] Support Staff	5-12
		[iii] Update Requests	5-12
	[4]	Examples of Uses and Reports	5-12
		[a] Client and Practice Area Contributions	5-12
		[b] Top Clients	5-13
		[c] Cross Selling Analysis	5-13
		[d] Industry/Type of Company Analysis	5-13
		[e] Lists and Marketing Activities	5-14
	[5]	Other Considerations	5-15
§ 5.03		Internal Information Collection and Management	5-17
	[1]	Benefits of Collecting and Managing Internal Information	5-17
		[a] Improving Client Service	5-17
		[b] Organizing Experience and Business Development Efforts	5-17
	[2]	Information of Interest and Uses of Internal Data	5-18
		[a] Lawyer and Staff Information	5-18
		[b] Other Marketing Related Information	5-19

MARKETING THE LAW FIRM

	[3] Organizing and Using Internal Information	5-19
	[4] Other Considerations	5-20
§ 5.04	Measuring the ROI of a CRM or ERM System	5-21
§ 5.05	Conclusion	5-22

CHAPTER 6**Marketing Collateral Materials**

§ 6.01	Introduction	6-2
§ 6.02	Purposes of Collateral Materials	6-3
	[1] Providing Information About the Firm and Its Capabilities	6-3
	[2] Developing or Enhancing Firm Image	6-3
	[3] Serving as a Marketing or Sales Tool	6-3
§ 6.03	Types of Collateral Materials	6-4
	[1] Brochures	6-4
	[2] Presentation Folders	6-4
	[3] Practice/Industry Capability Pieces	6-4
	[4] Lawyer Biographies	6-5
	[5] Client References	6-5
	[6] Annual Reports	6-5
	[7] History Books	6-5
§ 6.04	Preparing Effective Collateral Materials	6-7
	[1] Scope, Audience and Message	6-7
	[a] Scope	6-7
	[b] Audience and Message	6-7
	[2] Organizing Internally	6-7
§ 6.05	Writing Effective Copy	6-9
	[1] Be Distinctive	6-9
	[2] Overcome Objections	6-9
	[3] Organize the Copy Well	6-10
	[4] Call the Reader to Action	6-10
	[5] Stress Benefits, Not Features	6-10
	[6] Other Suggestions	6-10
§ 6.06	Producing Printed Material	6-12
	[1] Design	6-12
	[2] Printing and Production	6-13
	[3] Digital Materials	6-14
§ 6.07	Using the Final Products	6-15
	[1] Passive Circulation	6-15
	[2] In Conjunction With Other Activities	6-15
	[3] Copies for Firm Representatives	6-15
	[4] As a Follow-Up Device	6-15

TABLE OF CONTENTS

xvii

	[5] In Developing New Business	6-15
	[6] To New and Existing Clients	6-16
	[7] To Referral Sources	6-16
	[8] Easy Access	6-16
§ 6.08	Conclusion	6-17

CHAPTER 7

Substantive Publications and Other Client Communications

§ 7.01	Introduction	7-2
§ 7.02	Substantive Communications	7-3
	[1] Benefits of Substantive Communications	7-3
	[2] Disadvantages of Substantive Communications	7-4
	[3] Developing Firm Communications	7-4
	[a] Purpose and Scope	7-5
	[b] Targeting the Audience	7-5
	[c] Copy and Content	7-6
	[d] Format and Frequency	7-8
	[e] Design and Layout	7-8
	[i] Hard-copy Publications	7-9
	[ii] Electronic Publications	7-9
	[f] Producing and Delivering the Material	7-10
	[i] Hard-Copy Publications	7-10
	[ii] Electronic Publications	7-11
	[g] Evaluating the ROI of a Publication	7-13
	[i] Tracking	7-14
	[ii] Prompting Inquiries	7-14
	[iii] Survey	7-14
	[4] Other Ideas and Issues	7-16
	[a] Index or Archive	7-16
	[b] Copyrighting	7-16
	[c] Inquiries	7-16
	[d] Leverage	7-16
	[e] Bylines	7-16
	[f] <i>Caveat</i>	7-17
	[g] Contents	7-17
	[h] Legend	7-17
	[i] Cross Selling	7-17
	[j] Listing of Lawyers	7-17
	[k] Soliciting Names	7-17
	[l] Website	7-18

	[m] Social Media	7-18
§ 7.03	Announcements, Invitations and Other Communications	7-19
	[1] Announcements	7-19
	[2] Invitations and Other Communications . . .	7-19
§ 7.04	Direct Mail or E-mail Marketing	7-20
	[1] Writing and Design Considerations	7-20
	[2] Developing the Distribution List	7-21
	[3] Measurement and Follow-Up	7-21
§ 7.05	Conclusion	7-23

CHAPTER 8

Market Research and Intelligence

§ 8.01	Introduction	8-2
	[1] Gathering Information	8-4
	[2] Sources of Kinds of Data	8-5
	[3] Designing a Research Project	8-6
	[4] Conducting the Research	8-7
	[a] Data Collection	8-8
	[b] Data Sources	8-8
	[c] Manipulating the Information (Experimentation)	8-10
	[5] Analyzing the Data	8-10
§ 8.02	Client Feedback Programs	8-11
	[1] Benefits of Client Feedback	8-11
	[a] Fostering Goodwill	8-12
	[b] Uncovering Problems or Concerns . . .	8-12
	[c] Discovering New Business or Service Opportunities	8-13
	[d] Assessing Client Knowledge or Perceptions of the Firm, Its Visibility or Its Image	8-13
	[e] Determining Goals or Areas of Emphasis for the Firm's Overall Marketing Efforts	8-13
	[f] Assessing Client Loyalty	8-14
	[g] Improving Client Retention	8-14
	[2] Obstacles to Client Feedback Programs . .	8-14
	[3] Areas to Explore	8-15
	[a] Assessing Client Knowledge of Services, Including Capabilities and Office Locations	8-15

TABLE OF CONTENTS

xix

	[b] Determining What Characteristics of Law Firms Clients Value Most and How the Firm Rates on Each Attribute.	8-15
	[c] Assessing Client Satisfaction (and Uncovering Any Problems or Concerns) with Respect to Arrangements with the Firm	8-16
	[d] Determining the Firm's Image or Brand	8-16
	[e] Gathering Information on Trends in Client Businesses or Industries and Potential New Service Opportunities	8-16
	[f] Assessing Other Relationships	8-17
	[g] Probing Specific Issues	8-17
	[4] Feedback Procedures	8-17
§ 8.03	Market Research Techniques	8-20
	[1] Written/Electronic Survey	8-20
	[2] Telephone Survey	8-23
	[3] Personal Interview	8-23
	[4] Focus Group	8-23
	[5] Selecting the Research Method	8-24
	[6] The Cost of Research	8-25
§ 8.04	Writing an Effective Questionnaire	8-26
	[1] Types of Questions	8-26
	[2] Qualitative vs. Quantitative Responses	8-27
	[3] Sequence of Questions	8-28
§ 8.05	Other Market Research Applications	8-29
	[1] Capturing Internal Information	8-29
	[2] Evaluating a New Service or Location	8-30
	[a] Service Criteria	8-30
	[b] Market Criteria	8-31
	[c] Financial Criteria	8-32
	[3] Researching a Prospect	8-33
	[4] Research as a Marketing Tool	8-33

CHAPTER 9

Substantive Programs and Client Entertainment

§ 9.01	Introduction	9-2
§ 9.02	Substantive Programs	9-3
	[1] Benefits and Caveats	9-3
	[2] Planning an Effective Program	9-4

MARKETING THE LAW FIRM

	[a] Organizing for Planning	9-4
	[b] Planning the Program	9-5
	[i] Who Is the Firm Trying to Reach?	9-6
	[ii] How Many of These People Exist?	9-6
	[iii] How Can These People Be Identified?	9-6
	[iv] What Is in It for the Audience?	9-6
	[v] What Competition Exists?	9-10
	[vi] How Many Attendees Are Desired?	9-10
	[vii] What Will the Format Be?	9-10
	[viii] How Formal Will the Program Be?	9-11
	[ix] Will the Program Be Co-Sponsored?	9-11
	[x] Who Will the Speakers Be?	9-11
	[xi] When and How Long Will the Program Be?	9-12
	[xii] Where Will the Program Be Held?	9-12
	[xiii] How Will the Program Be Communicated?	9-12
	[xiv] How Will the Program Be Evaluated?	9-13
	[xv] How Will the Firm Follow Up With Attendees?	9-13
	[xvi] What Is the Program's Budget?	9-15
	[c] Organizing the Program	9-17
§ 9.03	Client Entertainment	9-26
	[1] Events	9-26
	[2] Firm Anniversaries	9-28
	[a] Parties and Special Events	9-29
	[b] Gifts or Mementos	9-29
	[c] Histories	9-30
	[d] Announcements	9-30
	[e] Themes and Tag Lines	9-30
	[f] Media and Publicity	9-30
	[3] Tickets and Suites	9-31

CHAPTER 10

Advertising and Public Relations

§ 10.01	Introduction	10-2
§ 10.02	Advertising	10-3
	[1] Overview of Lawyer Advertising	10-3
	[2] Steps to Effective Advertising	10-4
	[a] Identifying the Objectives	10-4
	[b] Defining the Audience	10-4
	[c] Determining the Message	10-5
	[d] Selecting the Media	10-5
	[i] Television	10-6
	[ii] Radio	10-7
	[iii] Publications	10-7
	[iv] Yellow Pages	10-8
	[v] Directories and Ranking Services	10-10
	[vi] Underwriting or Sponsorship	10-12
	[e] Measuring the Return on Investment	10-12
	[i] Inquiries	10-13
	[ii] Cost Per Retained Case or Matter	10-13
	[iii] Other Measures	10-13
	[f] Other Tips for Effective Advertising	10-14
§ 10.03	Public Relations	10-16
	[1] Benefits of Public Relations	10-16
	[2] Media Relations Program	10-17
	[a] Organizing the Firm	10-18
	[b] Budgeting	10-18
	[c] Media Relations Tools	10-18
	[i] Media List	10-18
	[ii] The Press Release	10-19
	[iii] Tracking and Evaluating ROI	10-22.1
	[iv] Press Kit	10-22.1
	[v] Media Guide	10-22.2
	[vi] Press Conference	10-22.2
	[vii] Websites	10-22.2
	[d] Crisis Management Plan	10-22.2
	[e] Seven Steps to Media Exposure	10-22.3
	[i] Make a List of Possible Story Ideas	10-22.3
	[ii] Target the Media	10-22.5

MARKETING THE LAW FIRM

	[iii] Contact the Media	10-22.5
	[iv] Follow Up the Release	10-22.5
	[v] Meet With the Lawyers	10-22.5
	[vi] Follow Up the Meeting	10-22.6
	[vii] Follow Up the Article	10-22.6
[3]	Charitable Contributions and Sponsorships	10-22.6
	[a] Designing a Process	10-22.6
	[b] Creating Policies	10-22.7
	[c] Promoting the Firm's Initiatives	10-23
	[d] Other Tips	10-24
§ 10.04	Selecting an Agency	10-25
§ 10.05	Ethical Considerations of Advertising and Public Relations	10-27

CHAPTER 11**Proposals, Presentations and Interviews for Business**

§ 11.01	Introduction	11-2
§ 11.02	Proposals	11-4
	[1] Organizing Internally	11-4
	[2] Researching	11-5
	[a] Assessing the Opportunity	11-5
	[b] Researching the Client and the Firm's Assets	11-6
[3]	Writing the Proposal	11-7
	[a] Content	11-8
	[b] Style and Form	11-10
	[c] Packaging the Proposal	11-11
	[d] Legal Procurement Professionals	11-11
	[e] Other Tips for Writing Effective Proposals	11-12
	[i] Focus on Solutions	11-12
	[ii] Advise References	11-12
	[iii] Be Persuasive	11-12
	[iv] Be Creative	11-12
	[v] Establish a Budget	11-12.1
	[vi] Focus on Substance	11-12.1
	[vii] Check the Details	11-12.1
	[4] Follow Up	11-12.1
	[5] Conclusion: Proposals	11-12.2
§ 11.03	Online Auctions	11-13
§ 11.04	Presentations and Interviews	11-14
	[1] Before the Interview	11-14

TABLE OF CONTENTS

xxiii

[a]	Selecting the Interview Team	11-14
[b]	Researching the Client	11-15
[c]	Planning a Strategy	11-15
	[i] Content	11-15
	[ii] Format and Materials	11-16
[d]	Rehearsing	11-16
[2]	The Interview or Presentation	11-16
	[a] The Presentation Agenda	11-16
	[b] Other Tips for Effective Presentations	11-17
	[i] Check the Order	11-17
	[ii] Consider Audiovisual Aids Carefully	11-18
	[iii] Keep Formal Remarks Short	11-18
	[iv] Be Flexible	11-18
	[v] Use Examples and Representative Cases	11-18
	[vi] Avoid Legal Jargon	11-18
	[vii] Use Humor	11-18
	[viii] Be Enthusiastic	11-18
[3]	After the Interview	11-19
[4]	Conclusion: Presentations and Interviews	11-19
§ 11.05	Other Considerations for Proposals, Presentations, and Interviews	11-20

CHAPTER 11A

Pricing and Billing Techniques

§ 11A.01	Introduction	11A-2
§ 11A.02	Alternative Fee Arrangements (AFAs)	11A-4
	[1] Problems with Hourly Billing	11A-4
	[2] Benefits of Alternative Fee Arrangements	11A-5
	[3] Methods of Alternative Billing	11A-6
	[a] Variations on Hourly Rates	11A-6
	[i] Blended Rates	11A-6
	[ii] Discounted Fees and Volume Discounts	11A-7
	[b] Flat or Fixed Fees	11A-9
	[i] Flat Fees, Fixed Fees or Segmented Fixed Fees	11A-9
	[ii] Budgeted Fees and Caps	11A-11
	[c] Retainers	11A-12
	[d] Contingency Fees	11A-13
	[e] Result-Based or Success Fees	11A-14

MARKETING THE LAW FIRM

[f] Unbundled Services	11A-14
[g] Hybrid Alternative Fee Arrangements	11A-15
[i] Hourly Rates Plus Fixed Fees	11A-15
[ii] Modified Contingency Arrangements	11A-15
[iii] Hourly Rates or Fixed Fees with Minimums, Maximums or Premiums	11A-16
[iv] Outsourced “In-House” Counsel/Secondments	11A-16
[v] Loyalty Programs	11A-17
§ 11A.03 Pricing, Project Management and Procurement Professionals	11A-18
[1] Pricing Professionals	11A-18
[2] Project Management Professionals	11A-19
[3] Procurement Professionals	11A-21
§ 11A.04 Billing and Invoicing	11A-22
§ 11A.05 Conclusion	11A-24

CHAPTER 11B**Industry Conferences or Trade Shows**

§ 11B.01 Introduction	11B-2
§ 11B.02 Evaluating the Opportunity	11B-3
[1] Making a Strategic Decision	11B-3
[2] Establishing Objectives	11B-3
§ 11B.03 Potential Activities	11B-5
[1] Attending the Conference Sessions or Meetings	11B-5
[2] Speaking at the Conference	11B-5
[3] Advertising in Conference Materials	11B-5
[4] Sponsoring the Conference, an Event, or a Giveaway	11B-5
[5] Exhibiting at the Trade Show	11B-6
[6] Integrating the Activities	11B-6
§ 11B.04 Preparing for the Conference or Trade Show	11B-7
[1] Researching the Group/Meeting	11B-7
[a] Membership	11B-7
[b] Attendance	11B-7
[c] Conference Substance	11B-7
[d] Opportunities to Participate	11B-8
[e] Exhibiting Opportunities	11B-8

TABLE OF CONTENTS

xxv

[2]	Establishing Objectives	11B-8
[3]	Preparing for the Conference	11B-9
	[a] Speakers	11B-9
	[b] Exhibitors	11B-9
	[c] Attendees.	11B-11
[4]	Preparing a Budget	11B-11
[5]	Alerting Contacts.	11B-12
§ 11B.05	At the Conference or Trade Show	11B-13
	[1] Attending Sessions and Functions	11B-13
	[2] Exhibiting.	11B-13
§ 11B.06	After the Conference or Trade Show	11B-15
§ 11B.07	Conclusion	11B-16

CHAPTER 11C

Digital Marketing

§ 11C.01	Introduction	11C-4
§ 11C.02	Benefits of Digital Marketing	11C-6
	[1] Client Acceptance	11C-6
	[2] Marketing Advantages for Law Firms.	11C-6
	[a] Currency	11C-6
	[b] Added Value.	11C-6
	[c] Research/Competitive Intelligence.	11C-7
	[d] Branding and Recruiting	11C-7
	[e] Inquiries, New Business and Profitability	11C-8
	[f] Cost Effectiveness	11C-8
	[g] Comprehensiveness.	11C-8
	[h] Marketing Applications	11C-8
	[i] Networking and Listservs.	11C-8
	[j] Metrics	11C-9
	[k] Internal Communications	11C-9
	[l] Thought Leadership	11C-9
	[m] Geographic Reach.	11C-9
§ 11C.03	Websites	11C-10
	[1] Content of a Firm Website	11C-11
	[a] Substantive Content	11C-11
	[i] Newsletters and Client Alerts.	11C-11
	[ii] Updates on the Law.	11C-11
	[iii] News Feeds/RSS	11C-11
	[iv] Frequently Asked Questions (FAQs)	11C-12
	[v] Checklists, Forms, and Other Documents	11C-12

MARKETING THE LAW FIRM

	[vi] Related Resources and Links . . .	11C-12
	[vii] Information on Legal Process . . .	11C-13
[b]	Firm Information	11C-13
	[i] Description of Firm and Contact Information	11C-13
	[ii] Practice or Industry Expertise . . .	11C-13
	[iii] Offices	11C-14
	[iv] Lawyer Biographies	11C-14
	[v] News or Developments/Press Releases	11C-19
	[vi] Subscription Forms	11C-20
	[vii] Alumni	11C-20
	[viii] Translation	11C-20
	[ix] Other	11C-20
[c]	Writing for a Website	11C-21
[d]	Search Function	11C-21
[2]	Mini-Sites or Micro-Sites	11C-22
[3]	Design and Organization of a Web Site . . .	11C-23
	[a] Quick Loading Capacity	11C-23
	[b] Easy Navigation	11C-24
	[c] Easy to Read and Printable	11C-25
	[d] Visually Interesting	11C-25
	[e] Ease of Contacting the Firm	11C-26
	[f] Mobile Sites and Responsive Design	11C-26
[4]	Promoting the Website	11C-27
	[a] Addresses on Contact Materials	11C-27
	[b] Announcements	11C-27
	[c] Website Directory Listings	11C-28
	[d] Pushing Out Content	11C-28
	[e] Incentives to Visit	11C-28
[5]	Assessing the Site's Effectiveness	11C-28
	[a] Site Traffic/Web Analytics	11C-28
	[b] Traffic Sources	11C-29
	[c] Links to the Site	11C-31
	[d] New Business	11C-31
[6]	Other Website Considerations	11C-31
	[a] Site Update Responsibility	11C-31
	[b] Inquiry Response Time	11C-31
	[c] Copyright Notice	11C-32
	[d] Online Directories Link	11C-32
	[e] Domain Names	11C-32
	[f] Site Collaboration	11C-32
	[g] Privacy Notice	11C-32
	[h] Photography	11C-33

TABLE OF CONTENTS

xxvii

	[i] Voice Search	11C-33
§ 11C.04	Content Marketing and Internet Technologies . . .	11C-34
	[1] E-Mail	11C-36
	[2] Newsletters or Elerts	11C-36
	[3] Business Proposals	11C-37
	[4] Online Legal Matching (OLM)	11C-38
	[5] Questionnaires and Surveys	11C-38
	[6] Webinars	11C-39
	[7] Client Service and Relationship Management	11C-40
	[8] New Services	11C-40
	[9] Extranets	11C-40
	[10] Podcasts	11C-41
	[11] Quick Response (QR) Codes	11C-42
	[12] Video	11C-42
	[13] Apps	11C-43
	[14] Infographics	11C-44
	[15] Aggregators and Syndicators	11C-44
§ 11C.05	Social Media	11C-45
	[1] Listservs or Discussion Forums	11C-45
	[2] Blogs	11C-46
	[3] Twitter	11C-46
	[4] Wikis/Wikipedia	11C-49
	[5] Social Networking	11C-50
	[6] Developing a Firm Policy	11C-53
	[7] Monitoring Your Firm's Online Reputation	11C-54
	[8] Providing Social Media Training	11C-55
	[9] Developing a Social Media Strategy	11C-55
§ 11C.06	Search Engine Optimization	11C-56
§ 11C.07	Ethical Issues Involved in Online Marketing	11C-56.4
	[1] Responding to Inquiries	11C-56.4
	[2] Confidentiality	11C-56.4
	[3] Solicitation and Advertising	11C-56.5
	[4] Lawyer-Client Relationships and Conflicts of Interest	11C-57
	[5] Jurisdictional Issues	11C-57
	[6] Client Testimonials or Links	11C-57
	[7] Domain Names	11C-58
	[8] Online Reviews	11C-58
	[9] Social Media Profiles	11C-59
	[10] Suggestions for Online Communications	11C-59
	[a] Disclaimers	11C-59

MARKETING THE LAW FIRM

[b] Client Permission	11C-59
[c] Referral Capability	11C-60
[d] Prior Ethics Site Review	11C-60
[e] Date Materials	11C-60
[f] Adhere to Advertising Rules	11C-60
[g] Be Cautious	11C-60
§ 11C.08 Conclusion	11C-61

PART III**CHAPTER 12****Attorney Accountability and Involvement**

§ 12.01 The Role of the Lawyer in Marketing	12-2
§ 12.02 Lawyer Marketing and Business Development Training	12-3
[1] Goals of Training	12-3
[2] Areas of Training	12-4
[3] Forums or Methods of Training	12-6
[a] Lawyer Involvement	12-6
[b] Structuring the Sessions	12-6
[c] Content of the Curriculum	12-7
[d] Instructors	12-8
[4] Follow-Up Methods	12-9
[a] Small Group or Peer Group Meetings	12-9
[b] Regular Firm Meetings	12-9
[c] Special Marketing Meetings	12-9
[d] Written Communications	12-9
[e] Training Checklist	12-10
[5] Advice When Putting Together a Lawyer Training Program	12-10
[6] Conclusion	12-11
§ 12.03 Individual Lawyer Marketing Plans	12-12
[1] Justification for Individual Marketing Plans	12-12
[2] Benefits of Individual Marketing Plans	12-12
[a] Focusing Efforts	12-12
[b] Forcing an Analysis	12-13
[c] Committing to a Course of Action	12-13
[d] Providing a Yardstick for Measurement	12-13
[3] The Individual Planning Process	12-14
[a] Situation Analysis	12-14

TABLE OF CONTENTS

xxix

	[b] Mission or Vision	12-15
	[c] Long-Term Goals	12-15
	[d] Objectives	12-16
	[e] Strategies	12-16
	[f] Individual Marketing Action Plan	12-17
	[4] Conclusion	12-19
§ 12.04	Responsible Attorneys/Client Teams	12-20
	[1] Responsible Attorneys	12-20
	[2] Client Teams	12-21
	[3] Concluding Comment	12-22
§ 12.05	Conclusion	12-23

CHAPTER 13

Management, Coordination and Support of the Marketing Effort

§ 13.01	Introduction	13-5
§ 13.02	Responsibility for Marketing Management	13-6
	[1] The Role of the Managing Partner/ Management Committee	13-6
	[2] The Role of the Marketing and Business Development Department	13-7
	[a] Benefits of In-House Marketing Professionals	13-8
	[b] Titles, Backgrounds, Skills and Compensation	13-9
	[i] Titles	13-9
	[ii] Backgrounds and Skills	13-10
	[iii] Compensation	13-10
	[c] Areas of Responsibility	13-11
	[i] Advertising	13-11
	[ii] Public/Media Relations	13-11
	[iii] Planning	13-12
	[iv] Research/Competitive or Business Intelligence	13-12
	[v] Internal Communications	13-12
	[vi] External Communications	13-12
	[vii] Database Management/CRM	13-12
	[viii] Business Development	13-13
	[ix] Strategy	13-13
	[x] Client Services	13-13
	[xi] Training	13-13
	[xii] Meeting and Event Planning	13-13
	[xiii] Management	13-14

MARKETING THE LAW FIRM

	[d] Job Descriptions	13-14
	[e] Supervising and Evaluating the Marketer	13-19
	[f] Other Marketing Staff	13-21
	[i] Traditional Hierarchy	13-22
	[ii] Functional Specialties	13-22
	[iii] Office or Regional Marketers	13-22
	[iv] Practice Group or Industry Professionals	13-22
	[v] Directors of Strategy or Chief Strategy Officers	13-23
	[vi] Conclusion	13-23
	[g] Staffing Structures	13-23
	[i] Model 1: The Mid-Sized Law Firm	13-23
	[ii] Model 2: The Large, Multi-Office Law Firm	13-24
	[iii] Centralized Marketing Staff	13-25
	[h] Other Positions	13-28
	[i] Director of Client Team	13-28
	[ii] Client Ombudsman or Service Center	13-28
	[iii] Client Manager	13-29
	[iv] Business Development or Sales Professionals	13-29
	[v] Director of Pricing	13-30
	[i] Marketing Activities Analysis	13-30
	[j] Creating Successful Relationships	13-31
	[i] Advice for Law Firms Hiring a Marketing Professional	13-31
	[ii] Advice for New Law Firm Marketing or Business Development Professionals	13-32
[3]	The Role of Administration	13-33
	[a] Collect Marketing Information	13-34
	[b] Disseminate Marketing Information	13-34
	[c] Organize a Firm Database	13-34
	[d] Organize Marketing Meetings or Retreats	13-34
	[e] Oversee the Firm's Image	13-34
	[f] Facilitate Lawyer Marketing Efforts	13-35
	[g] Monitor the Marketing Budget	13-35
	[h] Work with the Support Staff	13-35
	[i] Hire and Coordinate Outside Resources	13-35

TABLE OF CONTENTS

xxxi

	[4] The Role of the Marketing Partner	13-35
	[5] The Role of the Marketing Committee	13-36
	[a] Composition of the Committee	13-36.1
	[b] Responsibilities of the Committee	13-36.1
	[6] The Role of Consultants and Agencies	13-36.2
	[a] Benefits of Consultants	13-36.3
	[i] Experience	13-36.3
	[ii] Creativity	13-36.3
	[iii] Specialized Skills	13-36.3
	[iv] Objectivity	13-36.3
	[v] Crisis Management	13-36.3
	[vi] Complement Existing Staff	13-36.4
	[vii] Reduce Nonbillable Time	13-36.4
	[viii] Focus Lawyer Attention	13-36.4
	[b] Types of Marketing Consultants and Service Providers	13-36.4
	[c] Using Consultants Effectively	13-36.5
	[i] Determining the Need	13-36.5
	[ii] Selecting a Consultant	13-36.6
	[iii] Negotiating or Preparing an Agreement	13-36.9
	[iv] Preparing for the Consultant	13-36.10
	[v] Working with the Consultant	13-36.10
§ 13.03	The Law Firm's Support for Marketing	13-36.11
	[1] Mission Statement	13-36.11
	[2] Meetings	13-36.11
	[3] Marketing Retreats	13-36.11
	[a] Organizing the Agenda	13-37
	[i] Planning Committee	13-37
	[ii] Marketing Retreat Objectives	13-37
	[iii] Informing the Lawyers	13-39
	[b] Selecting the Site	13-40
	[c] Scheduling the Retreat	13-40
	[i] Length of the Retreat	13-40
	[ii] Days of the Retreat	13-40
	[iii] Time of Year	13-41
	[d] Selecting the Retreat Participants	13-41
	[e] Running the Retreat	13-42
	[i] Benefits of an Outside Consultant	13-42
	[ii] Disadvantages of an Outside Consultant	13-43
	[f] Retreat Follow-Up	13-43
	[g] Conclusion	13-43
	[4] Training and Education	13-44

MARKETING THE LAW FIRM

	[a]	The Importance of Support Staff in Marketing	13-44
	[b]	The Objectives of a Support Staff Marketing Training Program	13-45
	[c]	Areas of Marketing and Client Service Training for Staff	13-46
	[d]	Forums or Methods of Training Support Staff.	13-46
	[e]	Conclusion	13-47
	[5]	Resources.	13-47
§ 13.04		Budgeting for Marketing	13-49
	[1]	Benefits of Having a Marketing Budget	13-49
	[2]	What Law Firms Are Spending on Marketing	13-49
	[3]	How to Budget	13-50
	[4]	Affixing Accountability	13-52
		[a] Marketing Plans	13-52
		[b] Activity Budget Projections	13-52
		[c] Other Controls and the Tracking of Expenditures	13-53
	[5]	Case Studies	13-54
	[6]	Conclusion.	13-54
§ 13.05		Rewards and Recognition	13-59
	[1]	Partner Compensation Systems.	13-59
		[a] Major Problems With Existing Systems.	13-60
		[i] Short-Term Focus	13-60
		[ii] Antithetical to Client Interests	13-60
		[iii] Internal Competition	13-61
		[b] The Ideal Partner Compensation System.	13-61
		[c] Administering Partner/Shareholder Compensation.	13-63
		[d] Alternative Systems	13-64
	[2]	Associate Compensation	13-65
	[3]	Attorney Recognition	13-66
		[a] Partnership Criteria.	13-66
		[b] Marketing Time	13-66
		[c] Written Recognition	13-67
		[d] Other Rewards	13-67
	[4]	The Role of the Marketing Professional in Rewards and Recognition	13-67
	[5]	Conclusion.	13-68
§ 13.06		Follow-Up.	13-69
	[1]	Why Follow-Up is Difficult.	13-69

TABLE OF CONTENTS

xxxiii

[2] How to Follow Up	13-70
[a] Use Marketing Tools	13-70
[b] Use the CRM or Database	13-70
[c] Track Contacts	13-70
[d] Identify Follow-Up Activities Early	13-71
[e] Write Plans	13-71
[f] Use a Docket or Calendar	13-71
[g] Circulate Reports	13-71

PART IV

CHAPTER 13A

Marketing the Small Law Firm

§ 13A.01 Introduction	13A-1
§ 13A.02 Advantages to Marketing a Small Firm	13A-3
§ 13A.03 Disadvantages to Marketing a Small Firm	13A-4
§ 13A.04 Developing a Perception of Expertise	13A-5
§ 13A.05 The Steps to Marketing a Small Firm	13A-7
§ 13A.06 Recommended Activities for Small Firms	13A-8
[1] Marketing Intelligence	13A-8
[a] External Market Intelligence	13A-8
[b] Internal Market Intelligence	13A-8
[2] Continual Communications	13A-9
[3] Professional Marketing Materials and Web Site	13A-9
[4] Media Relations	13A-10
[5] Advertising	13A-11
[6] Image	13A-11
[7] Support Staff	13A-11
[8] Promotional Activities	13A-12
[9] Networks and Networking	13A-12
[10] Client Service	13A-13
§ 13A.07 Costs of Marketing Activities	13A-14
§ 13A.08 Conclusion and Advice to Small Law Firms	13A-15

CHAPTER 13B

Marketing a New Capability or Office

§ 13B.01 Introduction	13B-2
§ 13B.02 Internal Activities	13B-3
[1] Information Collection	13B-3

MARKETING THE LAW FIRM

	[a] Collect and Merge Mailing Lists	13B-3
	[b] Collect Information on Capabilities	13B-3
	[c] Prepare Communication Tools	13B-3
[2]	Education/Awareness Building	13B-3
	[a] Orient Existing People	13B-3
	[b] Orient New People	13B-4
	[c] Hold Face-to-Face Get-Togethers . . .	13B-4
[3]	Preparation for Cross-Selling or Selling	13B-4
	[a] Product Information to Identify Needs	13B-5
	[b] Research the New Opportunity	13B-5
	[c] Set Priorities	13B-5
	[d] Establish a Plan of Action	13B-6
§ 13B.03	External Activities	13B-8
	[1] Written Communications	13B-8
	[a] Press Releases and Advertisements . . .	13B-8
	[b] Announcements	13B-8
	[c] Newsletters	13B-8
	[d] Practice Description	13B-9
	[e] Directories	13B-9
	[f] Miscellaneous	13B-9
	[2] Face-to-Face Communications	13B-9
	[a] Open Houses/Receptions	13B-9
	[b] Client Meetings, Workshops and Seminars	13B-9
	[c] Community Meetings	13B-10
§ 13B.04	Conclusion	13B-11

CHAPTER 13C**Creating an “Alumni” Relations Program**

§ 13C.01	Introduction	13C-1
§ 13C.02	Potential Opportunities Which Alumni Bring . .	13C-2
§ 13C.03	Establishing an Alumni Relations Program	13C-3
§ 13C.04	Selecting Appropriate Activities	13C-5
§ 13C.05	Conclusion	13C-7

CHAPTER 13D**Cross-Selling Your Firm’s Services**

§ 13D.01	Introduction	13D-1
§ 13D.02	Obstacles to Cross-Selling	13D-3

TABLE OF CONTENTS

xxxv

§ 13D.03 Cross-Selling Activities	13D-5
[1] Institutional Cross-Selling Activities	13D-5
[a] Internal Activities	13D-5
[i] Intranets and Internal Newsletters	13D-5
[ii] Emails and Memoranda	13D-5
[iii] Minutes of Meetings/Plans	13D-5
[iv] Internal Seminars/Webinars	13D-6
[v] Meetings	13D-6
[vi] Databases or Information That Support(s) Cross-Selling	13D-6
[vii] Client Teams	13D-7
[b] External Activities	13D-7
[i] Websites and Other Materials	13D-7
[ii] Seminars and Programs	13D-7
[iii] Newsletters and Electronic Communications	13D-8
[iv] Client Surveys	13D-8
[v] Client Workshops and Training	13D-8
[2] Individual Cross-Selling Activities	13D-8
§ 13D.04 Conclusion	13D-10

CHAPTER 13E

Service Quality as a Marketing Strategy

§ 13E.01 Introduction	13E-2
§ 13E.02 Elements of a Quality Program	13E-4
[1] Continuous Improvement	13E-4
[2] Involvement of All Professionals and Employees	13E-4
[3] Leadership and Commitment from the Top	13E-4
[4] Client Focus	13E-4
[5] Process and System Focus	13E-4
[6] Measurement	13E-5
§ 13E.03 How Service Quality Is Defined by Clients	13E-6
[1] Components of Service Quality	13E-6
[2] Status of Law Firm Quality Efforts	13E-7
[a] Leadership	13E-7
[b] Information and Analysis	13E-8
[c] Strategic Quality Planning	13E-8

MARKETING THE LAW FIRM

[d]	Human Resource Development and Management	13E-8
[e]	Management of Process Quality	13E-8
[f]	Quality and Operation Results	13E-9
[g]	Client Focus and Satisfaction	13E-9
§ 13E.04	Quality Checkpoints in a Law Firm	13E-10
[1]	Personnel (Attorneys and Staff)	13E-10
[2]	Firm Management/Motivation	13E-10
[3]	Firm Administration/Resources/Systems	13E-11
§ 13E.05	Beginning Quality Initiatives in a Law Firm	13E-12
[1]	Client Involvement	13E-12
[2]	Measurement	13E-12
[3]	Quality Checks	13E-13
[4]	Involvement of All Personnel	13E-13
[5]	Service Guarantees	13E-13
[6]	Recognition and Rewards	13E-14
§ 13E.06	Conclusion	13E-15

CHAPTER 13F**Client Service Strategies**

§ 13F.01	Introduction	13F-2
§ 13F.02	The Importance of Existing Clients	13F-3
§ 13F.03	Client Perceptions of Counsel	13F-4
[1]	Good Clients Often Feel Taken For Granted	13F-4
[2]	Client Perceptions Are Reality for Clients	13F-4
[3]	Clients' Views of the "Firm" Are Based on the Individuals With Whom They Deal	13F-4
[4]	Perceived Value Is More Important Than Fees	13F-5
§ 13F.04	Improving Client Service as a Firm	13F-6
[1]	Build Relationships Around Key Clients	13F-6
[a]	Delineate the Client Service Team and Responsible Attorney	13F-7
[i]	Hold Internal Meetings	13F-7
[ii]	Organize Information	13F-8
[iii]	Orient People Newly Assigned to the Client	13F-8
[iv]	Develop Team Roles	13F-8

TABLE OF CONTENTS

xxxvii

- [b] Brainstorm Activities to Recognize and Reward Clients 13F-9
 - [i] Establish Special Programs for Key Clients 13F-9
 - [ii] Identify Activities to Introduce Other Services and People to the Client 13F-9
 - [iii] Provide Educational Programs 13F-9
 - [iv] Organize a Client Action Plan. 13F-9
- [2] Orient, Train and Reward People in Client Service Areas 13F-10
 - [a] Recruiting 13F-10
 - [b] Orientations. 13F-11
 - [c] Training. 13F-11
 - [d] Recognize and Reward Good Client Service 13F-11
- [3] Implement Client Feedback Programs 13F-12
 - [a] Client Surveys. 13F-12
 - [b] End-of-Matter Reviews 13F-12
 - [c] Initial Intake Meetings 13F-13
 - [d] Client Advisory Boards 13F-14
 - [e] Client Focus Groups. 13F-15
 - [f] Client Speakers. 13F-15
 - [g] Exit Interviews 13F-16
- [4] Be Good at Resolving Client Complaints. 13F-16
 - [a] Response Plan. 13F-17
 - [b] Authority. 13F-17
 - [c] Follow Up. 13F-17
- [5] Make Your Firm Easy to Do Business With 13F-17
 - [a] Good, Clear, Timely Invoices 13F-18
 - [b] Accessibility 13F-18
 - [c] Communications 13F-19
 - [d] Office Space 13F-19
 - [e] Soliciting Ideas for Client-Service Improvements From All Personnel. 13F-19
- [6] Add Value to Client Relationships. 13F-20
 - [a] Providing Seminars and Workshops 13F-20
 - [b] Issuing Substantive Materials. 13F-20
 - [c] Acquiring Business/Industry Knowledge 13F-20

[d] Saving Money	13F-21
[e] Patronizing Client Businesses	13F-21
§ 13F.05 Conclusion	13F-22

CHAPTER 13G

Law Firm Networks

§ 13G.01 Introduction	13G-2
§ 13G.02 Types of Networks and Alliances	13G-3
§ 13G.03 Purposes of Law Firm Networks	13G-5
[1] Client Service and Retention	13G-5
[2] Branding and Marketing	13G-5
[3] Information Sharing	13G-5
[4] Business Development and Referrals	13G-6
[5] Sharing Resources	13G-6
§ 13G.04 Considerations in Forming or Joining a Network or Alliance	13G-7
[1] Formality and Size	13G-7
[2] Client Communication	13G-7
[3] Exclusivity and Geographic Representation	13G-8
[4] Similarity of Firms/Quality Control	13G-8
[5] Role of Member Firms and Individuals	13G-9
[6] Ethical Considerations	13G-9
§ 13G.05 Marketing the Network or Alliance	13G-11
[1] “Internal” Marketing Activities	13G-11
[a] Lists of Members	13G-11
[b] Communications	13G-11
[c] Meetings	13G-11
[d] Information Exchange	13G-12
[2] External Marketing Issues	13G-12
[a] Branding	13G-12
[b] Advertisements	13G-12
[c] Videos	13G-12
[d] Materials	13G-12
[e] Thought Leadership	13G-12
[f] Marketing Presentations and Materials	13G-13
[g] Proposals	13G-13
[h] Trade Shows	13G-13
§ 13G.06 Measuring the Impact	13G-14
§ 13G.07 Conclusion	13G-15

PART V

CHAPTER 14

Conclusion

§ 14.01	The Future of the Legal Practice	14-2
	[1] Continued Consolidation of Law Firms	14-2
	[2] Continued Development of Networks and Associations	14-3
	[3] Competition From Other Professionals	14-3
	[4] Diversification	14-4
	[a] Nonlegal Services	14-4
	[b] Nonlegal Personnel	14-5
	[c] Issues to Consider in Diversification	14-5
	[5] Branching	14-6
	[6] Methods to Add Value or Price Services	14-6
	[a] Adding Value	14-6
	[b] Pricing Alternatives	14-7
	[7] Productizing and Packaging Services	14-7
	[8] Continued Pressure by Clients	14-7
	[9] Outsourcing	14-8
	[10] Niche Marketing	14-8
	[11] Continued Development of In-House Marketing Departments	14-9
	[12] Hybrid Working	14-9
§ 14.02	Advice to Law Firms in Their Marketing Efforts	14-10.2
	[1] Develop a Market-driven Culture	14-10.2
	[2] Plan and Focus	14-10.2
	[3] Manage the Firm and Its Growth	14-11
	[4] Decentralize Marketing Efforts	14-11
	[5] Educate and Communicate	14-11
	[6] Follow Up	14-11
	[7] Measure Marketing Success	14-11
	[8] Position the Firm	14-12
	[9] Focus on Quality	14-12
	[10] Be Creative	14-12
§ 14.03	Concluding Comment	14-13
	APPENDIX A: Law Firm Marketing Resources	A-1
	INDEX	I-1

